Landscape Analysis of Community-Based Organizations:

Maniema, North Kivu, Orientale and South Kivu Provinces of Democratic Republic of the Congo

Full Report | May 2011

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Full Report | May 2011

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Cover Image: A woman in North Kivu holds her baby during a break in class where she is learning to sew.

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Executive Summary

In the Democratic Republic of the Congo (DRC), one of the principal obstacles to delivering effective funding to community-based organizations (CBOs) is the lack of precision about which organizations are capable of meeting the most pressing needs in a particular geographic area.

With the generous support of USAID, Eastern Congo Initiative (ECI) conducted a landscape analysis in eastern DRC to fill this knowledge gap. Between January and May 2011, ECI deployed researchers to Maniema, North Kivu, Orientale, and South Kivu provinces to study development activities and to identify and assess CBOs. The researchers interviewed representatives from 292 organizations and visited 63 towns. The objective of the project was to provide much-needed insight and context to project partners about current conditions in eastern DRC, and to facilitate partnerships between funders and CBOs. This report is not a complete survey of all CBOs in eastern DRC; however, it profiles organizations engaged in particularly interesting and/or important work.

This research has five important findings:

- There are many CBOs in eastern DRC with effective systems and controls in place to readily absorb funding and implement projects that meet important community needs, but even the best organizations could benefit from training in administrative, project, and financial management.
- There are many capable, small CBOs that implement projects with international funding that first passed through three, four, or five agencies. These groups have a difficult time increasing their capacities to get direct access to funding, and remain stuck at the bottom of the funding chain.
- Urban areas and war zones get the most attention and assistance from funders, while rural and post-conflict regions are comparatively neglected.
- The lack of transport and communications infrastructure severely limits the work of CBOs, particularly in rural areas.
- The focus of international assistance remains on meeting urgent humanitarian needs and helping rape survivors, but the structural and cultural roots of the problems in eastern DRC—including poor governance and marginalization of women—are getting insufficient attention.

Based on these findings, ECI makes the following recommendations to potential funders:

- Build the capacities of CBOs in eastern DRC.
- Target small and medium-size CBOs for funding and training investments.
- Expand activities in underserved areas of eastern DRC.
- Help to improve transportation and communication infrastructures.
- Address the structural and cultural roots of gender inequality, persistent conflict, and poor governance.

A young girl carries her baby sister on her back, Ariwara (Haut Uélé district, Orientale province)

United Nations Office for the Coordination of Humanitarian Affairs
Democratic Republic of Congo

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Findings

The mandate of this project was to evaluate the status of ten humanitarian and development sectors, and to identify capable community-based organizations (CBOs) working in those sectors. During the course of ECI's work—involving hundreds of interviews, reviews of hundreds of documents and reports, and observations in scores of towns across four provinces—several important themes emerged that cut across sectors and organizations. Following are five key findings from this project:

1. International funding supports a limited number of large CBOs, thereby limiting the growth of small and medium-sized groups and hindering competitiveness in the CBO sector.

Many international donors give money first to United Nations agencies, large international organizations, or large Congolese groups, which in turn subcontract work to another CBO, which may subcontract to yet another group, and so on. In this way, international funding may pass through three, four, or five agencies before reaching the group that actually builds the well, educates a community about HIV/AIDS, or delivers improved seeds to local farmers. The local groups at the bottom of the funding chain may only receive a small percentage of the original allocation, thereby limiting their ability to strengthen the organization's capacities and be able to compete for direct funding. Anecdotal and observational evidence suggests that current international funding patterns reinforce larger groups, while neglecting to support small and medium-sized CBOs,[1a] which limits development of a more robust and competitive CBO sector in eastern DRC.

2. Donors focus on urban centers and war zones, thereby neglecting large parts of eastern DRC.

In eastern DRC, international funding flows in greatest amounts to the Kivu provinces,[1b] the war zone in northern Orientale province, and to urban centers. Humanitarian groups necessarily follow the sound of gunfire or the movements of populations, but the Kivu and urban bias of development organizations is tied to several factors, including Congolese government priorities; the security and comfort of expatriate staff working for the major development agencies; the concentration of Congolese CBOs in cities and large towns; the availability of communication and banking infrastructures in urban areas; the relative difficulty of reaching many rural areas of eastern DRC due to poor transportation infrastructure; and the lack of strong implementing partners in many rural areas. As a result, a significant area of eastern DRC is comparatively neglected by programming and funding, including large parts of Orientale province (especially the Tchopo, Bas Uélé, and Haut Uélé districts), Walikale territory in North Kivu, Shabunda territory in South Kivu, and virtually the entire Maniema province.

3. The internal systems and controls of CBOs in eastern DRC need to be strengthened.

The CBOs highlighted in this report range from small groups that have never received international funding, to large groups with multi-million dollar budgets that have worked with various international donors. With very few exceptions, the CBOs ECI interviewed had some deficiencies in their internal systems and controls, such as lack of a computerized accounting system, lack of strategic planning, or lack of strong procedures for staff management. In the context of eastern DRC, some of these shortcomings are to be expected, but groups that had serious shortcomings and/or no capacity or interest in changing their policies and practices were excluded from inclusion in this report. ECI found that most CBOs have effective systems and controls in place to readily absorb funding and implement projects that meet important community needs; yet even the best organizations could benefit from training in administrative, project, and financial management.

4. The lack of transport and communications infrastructures severely limits the work and growth of CBOs, particularly in rural areas.

In eastern DRC, it is difficult to travel due to the poor state of transportation infrastructure, and hard to communicate due to hit-or-miss cell phone coverage and slow, spotty Internet access. These limitations make it difficult for CBOs to visit prospective field sites, monitor projects, learn about funding opportunities, communicate with prospective and current donors, develop capacity of the organizations over time, and report on progress and outcomes in a timely way. Poor transport and communications infrastructure means that everything takes more time and costs more money than it would if a 50-mile trip took an hour instead of a day, or if sending off a project proposal took minutes instead of a multi-day trip to a town with electricity and a cyber café. The lack of infrastructure is particularly difficult on CBOs in rural areas, limiting their ability to attract international funding, and further reinforcing urban bias in project and organizational funding decisions.

5. The systemic and social roots of problems in eastern DRC receive insufficient attention from international donors.

The focus of international assistance in DRC remains on meeting urgent humanitarian needs, although the STAREC and ISSSS plans signal a desire to shift to a development phase.[2] Current assistance patterns reflect prioritization of urgent needs in food security, protection, and health, but are also a response to international interest in helping survivors of sexual violence. As a result, there is insufficient attention to the roots of persistent conflict, the perpetuation of poor governance, and the structural violence of gender inequality.

[1a] For the purposes of this study, a small CBO is defined as a group having an annual budget less than $100,000; a medium-sized group has a budget $100,000 to $500,000; and a large group has a budget over $500,000.

[1b] See, e.g., OCHA, "Humanitarian Action Plan 2011," Kinshasa, 2011, pp. 9, 58; International Security and Stabilization Support Strategy, "Quarterly Report, January to March 2011," p. 11.

[2] STAREC stands for Stabilization and Reconstruction Plan for War-Affected Areas, and is the Congolese government's plan for establishing security and supporting social, economic, and political development. ISSSS stands for International Security and Stabilization Support Strategy, and is the plan by the United Nations and key partners to support STAREC. See province reports and the Security Sector Reform and Impunity sector report for more information.

Recommendations

In addition to recommendations for projects in the organizational reports, ECI makes the following general recommendations:

1. Target small and medium-size CBOs for funding and training investments.

Several large CBOs have emerged in eastern DRC, mainly based in urban areas. These CBOs often receive international funding for projects and then subcontract smaller CBOs to do some or all of the work. To increase the competitiveness of the CBO sector, which could lead to better project implementation and service delivery, funders should facilitate trainings for small and medium-size CBOs to strengthen their administrative, financial, and project management capacities. ECI proposes to organize a series of training seminars in each province (Maniema, North Kivu, Orientale, and South Kivu) for smaller CBOs, particularly groups from underserved areas, in order to not only increase their abilities to absorb funding and implement projects, but also enable them to network and exchange ideas with other similar groups. See the Capacity-Building Training Programs section (Appendix 3) for more information

2. Expand activities in underserved areas of eastern DRC.

Although there is a popular perception outside DRC that the entire country—or at the very least all of eastern DRC—is stuck in a state of violent chaos, active conflict is confined to about a third of the combined area of Maniema, North Kivu, Orientale, and South Kivu provinces. In many areas, people have been coping for several years in a post-conflict situation in which development funds and projects have passed them by. Paradoxically, the farther one gets from the metropoles and war zones of eastern DRC, the less help there is for health care, education, at-risk youth, human rights, and other vital humanitarian and development needs. While many rural areas lack strong CBOs, funders could address this problem by facilitating training for rural CBOs in accordance with the recommendations above. In addition, funders could increase their assistance to rural CBOs, including "umbrella" organizations that work with small associations, in order to reach isolated and neglected populations. Priority areas for investment include the Tshopo, Bas Uélé, and Haut Uélé districts of Orientale province; Walikale territory in North Kivu; Shabunda territory in South Kivu; and virtually the entire Maniema province.

3. Build the capacities of CBOs in eastern DRC.

The 2011 Humanitarian Action Plan (HAP) notes that one of the major challenges for humanitarian work in DRC is "to identify and mobilize partners having the required expertise to implement and monitor certain projects."[3a] ECI has profiled numerous CBOs in this report that are already implementing partners for humanitarian and development work, or which have the capacity to become such partners. Many of the profiled CBOs submitted project proposals to ECI for specific capacity-building needs, which could enable these groups to strengthen their internal systems and improve their abilities to meet vital community needs. Some of these needs focus on technical knowledge, such as refresher training for health workers and counselors, while other requests address organizational needs, such as provision of computerized accounting software and related training for staff. Support for capacity-building will be a high-leverage investment in CBOs in eastern DRC. See the Capacity-Building Training Programs section (Appendix 3) for more information.

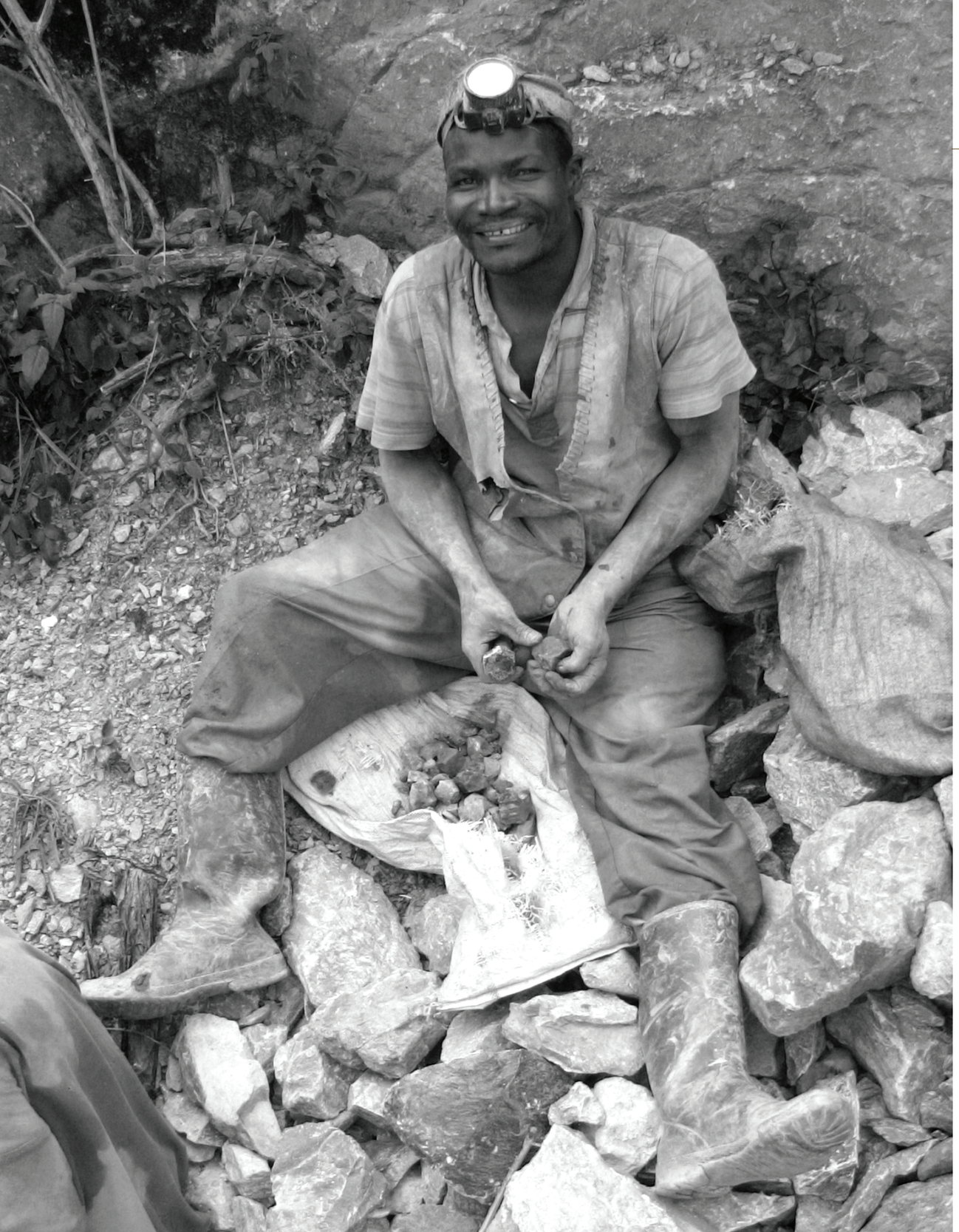
4. Help to improve transportation and communications infrastructures.

While there has been some progress in improving roads and bridges in eastern DRC, this work has been limited in scope (mainly rehabilitation of dirt roads and a few bridges) and scale (restricted to small parts of the Kivus and Orientale). Funders could dramatically accelerate the rebuilding of commercial networks, health-care systems, community security, and civil society throughout eastern DRC by paving roads and constructing built-to-last bridges to better link rural and underserved areas to regional metropoles. Improved transportation infrastructure will have the added benefit of making it easier and cheaper to improve communications infrastructure in underserved areas. Funders could explore ways to support the extension of cellular phone and Internet coverage into underserved areas, thereby giving isolated populations access to information about market prices, funding opportunities, legal rights, elections, and countless other issues that can help rural populations to improve their own lives.

5. Address the structural and societal roots of gender inequality, persistent conflict, and poor governance.

Funders have a unique opportunity to address the underlying structure and societal roots of eastern DRC's core problems through strategic grant making. For example, funders would be well served to mainstream gender analysis into their work and strategically engage with social, political and religious leaders in order to transform the systemic marginalization of girls and women in eastern DRC. Funders could also assess the extent to which current patterns of assistance directly or indirectly support elite networks that perpetuate instability and concentrate power and wealth in the hands of a few. As part of such an effort, funders could review their support of demobilization, disarmament and reintegration (DDR) programs in eastern DRC to determine how and why recently integrated forces have benefited from the recent mining ban, retaining parallel command structures and spheres of influence in eastern DRC (see North Kivu report for more information). Funders could also evaluate how to better integrate and strengthen properly vetted government agencies and agents into strategies to improve the health and education sectors. While international funders have significantly helped the Congolese government and people through interventions on judicial reform and health, greater attention needs to be paid to the role of international funding as a tool to address the structural and societal barriers to further progress in eastern DRC.

[3a] OCHA, "Humanitarian Action Plan 2011," Kinshasa, 2011, p. 6.



Introduction

The eastern Democratic Republic of the Congo exists in an indeterminate space between war and peace. There has been considerable progress on the security front, especially compared to a decade ago, when foreign armies and domestic armed groups occupied and plundered eastern DRC. Yet the path to peace has been incomplete, and many promises about development and democratization have gone unfulfilled.

One positive development in the past few years has been the resurgence of community-based organizations (CBOs)[3b], many of which had been forced to scale back their work during the most intense years of war. In a country with historically weak state institutions and virtually nonexistent public services, CBOs have provided important health and education services, promoted social equity and economic development, and protected the environment and the interests of DRC's most vulnerable populations. The international community has supported the growth in the size and scope of eastern DRC's community groups, enabling them to help meet vital social needs, but many challenges remain.

Community-based organizations in eastern DRC are incredibly skillful at accomplishing a lot with a little, but with external assistance they can do even more to help the Congolese people. Most CBOs in eastern DRC have two basic needs in common:

- **Capacity building:** To achieve greater effectiveness in their work, many groups need stronger internal systems and controls. This includes better procedures for administrative, project, and financial management to ensure money is well spent, and to guarantee project goals are accomplished and in accordance with a long-term strategic plan.
- **Financing:** Many groups have great passion and numerous demands for services from their local communities, but they lack the funding to make those needs become a reality.

In addition to these needs, interviews with CBOs and officials from governmental and international agencies identified poor transportation infrastructure, inadequate communication infrastructure, lack of security, and lack of power to address the institutionalized corruption that exists at all levels of government as major factors affecting the abilities of even the best-organized CBOs to accomplish their work.

A miner breaks rocks he retrieved from the underground Senzere gold mine near Mongbwalu (Ituri district, Orientale province)

[3b]The term "community-based organization" as used in this report refers to Congolese organizations that are based in and address the needs of local communities in eastern DRC. The CBOs included in this report include small groups based in one community, and larger groups working in multiple communities and provinces. The report includes one government agency — the Congolese Institute for the Conservation of Nature (ICCN) — but this agency is structured and functions as a CBO.

This project evaluated the status of the following ten sectors[4] in eastern DRC:

- At-Risk Youth
- Conservation and Environment
- Education
- Food Security
- Health
- Human Rights
- Media
- Microfinance and Small-Business Development
- Security Sector Reform and Impunity
- Sexual and Gender-Based Violence (SGBV)

Among these sectors, it is difficult to identify which are most important, and which merit the most attention. The reality is that all sectors have serious deficiencies and needs, and there is considerable overlap among sectors.

This full report presents the results of the research project funded by the U.S. Agency for International Development (USAID) and undertaken by the Eastern Congo Initiative (ECI) between January and May 2011 in Maniema, North Kivu, Orientale, and South Kivu provinces. This report is not a complete survey of CBOs in eastern DRC, but rather provides descriptions of particularly important and/or interesting groups. Due to extenuating circumstances, the ECI research team was not able to visit all areas of eastern DRC where CBOs exist, and was not able to interview all of the capable, noteworthy CBOs brought to our attention. Following a discussion of the project's methods, this report presents findings on the ten sectors, brief overviews of major issues in each province, and short descriptions of 78 organizations and three towns in the provinces.

[4]Separately, ECI produced a full report on the Water Sanitation and Hygiene (WASH) sector as part of this work. For more information on WASH, see Eastern Congo Initiative, "Water, Sanitation, and Hygiene (WASH) Local Capabilities Report: Ituri, North Kivu, and South Kivu, Democratic Republic of the Congo," February 2011.

[5]République Démocratique du Congo, Ministère du Santé, "Plan Nationale de Développement Sanitaire, PNDS 2011-2015," Kinshasa, March 2010, pp. 14, 19, 21, 58, 95; World Food Programme, "Executive Brief: Democratic Republic of Congo, Comprehensive Food Security and Vulnerability Analysis (CFSVA)/ 2007-2008," July 2008, p. 1; OCHA, "Humanitarian Action Plan 2011," Kinshasa, 2011, p. 42; MONUSCO briefing, Goma, 28 April 2011; OCHA, "Democratic Republic of the Congo: Insecurity and Displacement," 28 February 2011; United Nations Environment Programme, "Water Issues in the Democratic Republic of the Congo: Challenges and Opportunities. Technical Report," (Geneva: UNEP, January 2011) p. 29; République Démocratique du Congo, "Multiple Indicator Cluster Survey, DRC 2010, Preliminary Findings," September 2010, pp. 23-24.

[6]This is the estimate of LRA, FRPI, and FPJC combatants. See Orientale province report for more information.

Table 1: Eastern DRC at a glance[5]

	Maniema province	North Kivu province	Orientale province	South Kivu province	Total or *Average
Population (2011)	1,758,403	5,561,489	8,302,959	4,276,623	**19,899,474**
Surface area	132,250 km^2 (51,062 mi^2)	59,631 km^2 (23,024 mi^2)	503,239 km^2 (194,302 mi^2)	64,719 km^2 (24,988 mi^2)	**759,839 km^2** (293,376 mi^2)
Number of children who die before age 5, per 1,000 births (2010)	210	131	152	166	***165**
Share of children under 5 with stunted growth due to malnutrition (2010)	40%	58%	45%	50%	***48%**
Number of children under 5 suffering from acute malnutrition (aka "wasting") (2010)	32,945	79,987	210,647	59,486	**383,065**
Population that lacks enough food to eat (2008)	1,006,000	1,845,000	2,742,000	1,981,000	**7,574,000**
Government-run health centers (2010)	263	483	1,452	565	**2,763**
Share of government-run health centers constructed of durable material (2010)	12%	17%	10%	14%	***13%**
Share of children 2-14 years old who experience violent discipline	93%	94%	93%	94%	***94%**
Literacy rate among young women, 15-24 years old (2010)	50%	47%	42%	48%	***47%**
Provincial share of national financial commitments to the water sector (2011-15)	.2%	.9%	.2%	.03%	***.3%**
Number of operational rebels in armed groups (estimates, April 2011)	numbers not available	2,000-2,100	350-500[6]	1,500-1,800	**3,850-4,400**
Number of displaced persons (as of December 31, 2011)	numbers not available	508,398	399,688	752,195	**1,660,281**

Methods

This project took place between January 12 and May 31, 2011. The primary research team consisted of four people: the research director, a deputy research director, and two researchers. Each person took responsibility for one province (Maniema, North Kivu, Orientale, South Kivu) and employed local fixers and research assistants to enhance the scope of the work. The team traveled throughout eastern DRC using planes, helicopters, cars, trucks, boats, motorcycles, and bicycles, and on foot. ECI's researchers visited cities, major regional towns, and small villages. All told, the team interviewed 292 organizations and visited 63 towns in eastern DRC.

In January 2011, the research team developed an organizational questionnaire that it utilized to conduct three pilot interviews in Goma, North Kivu, where ECI is based in DRC. Based on these interviews, the team refined the questionnaire to ensure the organizational assessments would be sufficiently rigorous to meet stringent due diligence standards. The questionnaire covered general organizational information; SNOR (strengths, needs, opportunities, and risks); human resources; administrative capacities; governance; networking and lobbying; and financial management. Finally, the team asked each group to provide proposals for organizational capacity-building and projects. French and English versions of the questionnaire are in the Appendix.

The pilot interviews and internal discussions led the team to make two changes that improved the interview process and enhanced the quality of the information received. First, the team ordered the questioning with the most sensitive part of the interview—financial management—at the end. By starting with general questions about the organization and its history, then moving into strengths and needs, then to internal management, and ending with questions on accounting and financing, the organizational representatives were put at ease in the early part of the interview, and more open to the probing questions that came later.

Second, they changed the traditional SWOT analysis of Strengths, Weaknesses, Opportunities and Threats to a SNOR analysis of Strengths, Needs, Opportunities and Risks. In the pilot interviews, the team found that when they asked about weaknesses, groups focused on funding problems, whereas when asked about needs they identified a broader range of personnel, logistical, technical, management, and financial issues. The research team also found that when asking about threats, groups interpreted this to mean actual warnings from political figures or security agents. Thus, in the context of eastern DRC, asking about threats put groups on the defensive, whereas asking about risks posed to their work provided general issues such as loss of staff to higher paying organizations, loss of financing, and general insecurity. In the context of eastern DRC, SNOR was superior to SWOT for obtaining useful organizational information. This example highlights the importance both of conducting pilot interviews, and of adapting standard assessment concepts to local environments.

Between February and early April 2011, the ECI team conducted field research in each province. In the early stages, the team met with international organizations, government agencies, and local civil society representatives to identify the most promising CBOs working in the ten sectors covered by this project.[7] The ECI team was not able to meet with all of the organizations identified as meeting important community needs; therefore, this report is not a comprehensive analysis of all CBOs in eastern DRC. There are competent CBOs not included in this report due to a variety of extenuating circumstances. This report is meant to be a tool to further explore how the international community can better partner with local organizations.

After identifying CBOs in the towns visited by ECI researchers, the team interviewed key staff from groups that had a good reputation among donors and the community for engaging in work that meets important community needs. The organizational interviews took a minimum of two and a maximum of 8 hours, depending on the organization, and the team followed the interviews up with reviews of organizational documents including procedures manuals, financial and annual reports, and strategic plans. The ECI team asked each organization about its strengths, weaknesses, and accomplishments; information presented in this report is based on the statements of the organizations interviewed, not on an independent analysis. ECI asked each CBO to submit proposals for project and organizational capacity-building opportunities. ECI did not make any promises of funding for the proposed projects, but solicited them to provide funders with ideas for potential engagement. For each CBO interviewed, the research team also consulted at least two independent and knowledgeable sources to verify information about the CBO's activities and effectiveness.

The team reassembled three times at ECI's Goma office during the course of the field research to discuss findings, monitor progress, and evaluate the next steps. During the field research and time in Goma, the team also conducted interviews and gathered information about the ten sectors. During April and May, the team completed writing organizational, sector, and provincial reports.

The ECI research team encountered no significant obstacles during the course of the work. The most common problems were related to transportation and communication, both of which are major challenges in eastern DRC. The team experienced delays in receiving information, such as project proposals, from several organizations due in part to their lack of access to the Internet. They also experienced a few cases of corruption, both from police and soldiers, as well as from government officials who solicited bribes in exchange for information[8], but this did not significantly impact the work.

A note on numbers: The research team collected data from a wide variety of sources. Within this data, they found that statistics about a wide range of topics—population, education, health, and economy—varied considerably by source, and contradictory numbers were often presented within the same source document. They also discovered arithmetic errors in reports from international, governmental, and local groups. Therefore, numbers in this report should be taken as reasonable approximations.

[7] These are At-Risk Youth; Conservation and Environment; Education; Food Security; Health; Human Rights; Media; Microfinance and Small-Business Development; Security Sector Reform and Impunity; and Sexual and Gender-Based Violence (SGBV).
[8] In this respect, the Ministry of Health for Orientale province merits special attention for its corruption

Sector Reports

At-Risk Youth

War in eastern DRC has had a serious impact on the lives of the general population, but children have been particularly affected. In this context, the concept of "at-risk youth" refers to various youth who have been affected by social, political, or economic problems, including poverty, war, substance abuse, and sexual violence. Following is a brief summary of the major problems facing youth in DRC.

Child soldiers, or young people who are forced to join armed groups:
This phenomenon has been part of the fabric of war since 1996, when thousands of children—known as kadogos—were recruited into the rebel army that fought against the national army of Mobutu Sese Seko. Since then, virtually all of DRC's dozens of armed groups, including the national army, have used children as soldiers. Some children have been forcibly recruited, while others joined voluntarily. In some cases, parents "volunteered" their children to be part of armed groups, but many youth also joined rebel forces after their parents were killed. Children remain vulnerable to being forced or induced to join armed groups. In addition, children who leave these groups risk being shunned by their families or communities, may lack economic opportunities due to their deficiency of education and useful skills, or may turn to drugs or alcohol to cope with post-traumatic stress.

Tens of thousands of child soldiers have been demobilized, but the recruitment and use of child soldiers continues today. Between 2003 and the end of 2006, approximately 30,000 child soldiers were demobilized from armed groups in DRC, of which approximately 15 percent were girls.[9] In January 2009, the DRC government issued a new law making it illegal to recruit or use children under 18 years old in the armed forces or police.[10] Between January and December 2009, 2,672 children, including 97 girls, were separated or escaped from the armed forces and groups.[11] Of these, 2,032 were separated from rebel groups (CNDP, FDLR, FRPI, FPJC, LRA, and various Mai Mai groups), and 640 were separated from newly integrated FARDC units. In 2010, demobilization programs separated 1,202 child soldiers from armed groups; of this total, 630 children were extracted from the FDLR rebel group.[12]

Aerial view from a United Nations helicopter in the Mahagi district (Orientale province)

[9]Coalition to Stop the Use of Child Soldiers, "République Démocratique du Congo" May 20, 2008, pp. 6–7, http://www.childsoldiersglobalreport.org/, accessed May 11, 2011.

[10]United Nations General Assembly, "Children and Armed Conflict: Report of the Secretary-General," A/64/742-S/2010/181, April 13, 2010, § 36.

[11]United Nations General Assembly, "Children and Armed Conflict: Report of the Secretary-General," A/64/742-S/2010/181, April 13, 2010, § 18.

[12]British Embassy Kinshasa, http://ukindrc.fco.gov.uk/en/about-us/working-with-congo/uk-support/, site accessed May 11, 2011.

Youth who abuse alcohol or drugs:

In most cases, youth turn to alcohol or drugs as a result of social problems such as poverty, lack of educational and economic opportunities, and lack of awareness about substance abuse. Youth may also abuse alcohol or drugs as a coping mechanism for stress; for example, as a way to deal with post-traumatic stress disorder from being raped or otherwise affected by war. According to an article by the Institute for War and Peace Reporting, up to 95 percent of demobilized child soldiers report having been introduced to drugs when they were recruited, forcibly or not, into the armed forces. This was true of militia and the national army.[13] While hard drugs are scarce in eastern DRC, cheap and potent homemade alcohol is readily available. In addition, children who live on the street—known as shegues—are known to sniff glue, gasoline, or other chemical solvents. There is a lack of services for youth who have substance abuse problems, and without help, these youth may engage in criminal activity, prostitution, and other risky behaviors.

Youth who are forced to be sex slaves by some armed groups:

Many armed groups have forced young girls to become "wives" to the military commanders, who in turn use them in the role of sex slaves. Other girls consent to this status out of desperation. Unlike boys, girls usually remain behind the scenes in rebel camps, making it even more difficult for protection workers to gain access to them. If they escape or are liberated, these former sex slaves may face new sets of problems such as social stigmatization, post-traumatic stress, infection by HIV/AIDS or other sexually transmitted diseases, and poor work prospects due to a lack of education or vocational training. The Lord's Resistance Army (LRA) is one of the armed groups active in DRC known to abduct children for the purpose of making them sex slaves. During 2009, the LRA abducted 130 children (77 boys and 53 girls); most were abducted for the purpose of recruitment, but 14 were reported to have suffered sexual violence.[14]

Youth who are survivors of rape:

There has been an epidemic of rape in eastern DRC. While there is a societal aspect to this problem (for example, women not having a choice in their sexual encounters), the problem has exploded in the context of war. Young girls who are raped often face stigma and rejection by their families and communities, particularly when a girl gets pregnant and becomes known as a fille-mère (girl-mother). The horror of being raped is often compounded by the lack of assistance and support in the aftermath. During 2009, there were 2,360 cases of sexual violence against children officially registered by authorities; of these, 447 cases were attributed to security forces and armed groups.[15]

[13]Lucie Bindu, "Drug Addiction Hinders Child Soldier Reintegration: War-torn society struggles to deal with drug problem among demobilised youths," Institute for War & Peace Reporting, January 2010, http://iwpr.net/report-news/drug-addiction-hinders-child-soldier-reintegration, accessed May 5, 2011.
[14]United Nations General Assembly, "Children and Armed Conflict: Report of the Secretary-General," A/64/742-S/2010/181, April 13, 2010, § 74.
[15]United Nations General Assembly, "Children and Armed Conflict: Report of the Secretary-General," A/64/742-S/2010/181, April 13, 2010, § 73.

Child labor:

As a result of poverty, many young people are forced to work to support their families. Nearly one in two children in eastern DRC is involved in labor (Table 2), ranging from regular work in the family garden to casual labor in towns to mining. For example, in 2010, there were over 43,000 children working in mines in the DRC.[16] Youth who start work at a young age often become trapped in the working world, limiting their education and prospects for other forms of more sustainable employment.

Table 2: Children 5–14 years old involved in child labor, 2010[17]

	Maniema province	North Kivu province	Orientale province	South Kivu province	Average
Percent of youth	41	43	45	50	**45**

Street children:

There are tens of thousands of children living on the streets of DRC's cities and towns. Human Rights Watch noted some of the reasons for this phenomenon: Conflict, internal displacement, unemployment, poverty, disease, the prohibitive cost of education, and myriad other factors have all contributed to the growing number of children living and working on the streets in the DRC. Two additional and interrelated factors, however, are helping to fuel the increasing numbers of street children: the abuse and abandonment of children accused of sorcery, and the impact of HIV/AIDS on families and children affected by or infected with the virus.[18] While these street children are known to commit petty theft and other crimes, they are also often the victims of harassment and abuse by adults, including police forces. Some people exploit street children for sex or labor, further compounding their problems.

Youth who drop out of school:

For too many youth in DRC, the price of education is out of reach. Hundreds of thousands of families struggle to pay a few dollars a year for a child to attend school. The UN's Office for the Coordination of Humanitarian Affairs (OCHA) has identified 1,634,670 children in DRC who are at risk of dropping out of school because of school fees or other reasons,[19] such as the distance to school, the death of one or both parents, or pregnancy (see the Orientale province report for statistics on this subject).

[16]Amnesty International, "Democratic Republic of the Congo—Amnesty International Report 2010," 2010, http://www.amnesty.org/en/region/democratic-republic-congo/report-2010, accessed May 5, 2011.
[17]République Démocratique du Congo, "Multiple Indicator Cluster Survey, DRC 2010, Preliminary Findings," September 2010, p. 24.
[18]Human Rights Watch, "What Future? Street Children in the Democratic Republic of the Congo," Vol. 18, No. 2(A), April 2006, p. 3
[19]OCHA, "Humanitarian Action Plan 2011," Kinshasa, 2011, p. 51..

While childhood attendance rates in primary school are relatively high in eastern DRC, less than one-third of children attend secondary school (Table 3). There is also significant gender disparity in school attendance figures. While boys are only slightly more numerous than girls in primary school, boys outnumber girls by approximately two-to-one in Maniema, North Kivu, and South Kivu provinces.

Table 3: Child education in eastern DRC, 2010[20]

	Maniema province	North Kivu province	Orientale province	South Kivu province	Average
Net attendance in primary school (percent)	79	72	76	73	**75**
Net attendance in secondary school (percent)	34	30	21	32	**29**
Gender parity in primary school (male to female ratio)	0.89	0.95	0.99	0.91	**0.94**
Gender parity in secondary school (male to female ratio)	0.64	0.66	0.97	0.69	**0.74**

Malnourished youth:

In 2010, there were an estimated 383,000 children suffering from acute malnutrition in the four eastern DRC provinces (see Food Security sector report for more information).[21] Acute malnutrition refers to "wasting," which is defined as rapid weight loss or a failure to gain weight within a relatively short period of time. Wasting occurs because of deficiencies in both macronutrients (fat, carbohydrates, and protein) and some micronutrients (vitamins and minerals).[22] OCHA notes: "The mortality risk among children suffering from severe acute malnutrition is 8 to 9 times higher than for healthy children. The risk of those suffering from mild acute malnutrition is 4 times higher than that of healthy children."[23]

Still, there has been some progress in addressing severe malnutrition. According to OCHA, "In North-Kivu, the prevalence of acute malnutrition dropped from 11.9% (2007) to 6.2% (2010), and from 12.3% (2007) to 4.9% (2010) in South-Kivu."[24] The obstacles to further diminishing rates of acute malnutrition include logistical challenges, lack of funding, and lack of local implementing partners.[25] Chronic malnutrition is also a major problem: an estimated one out of every two children in DRC is malnourished, which points to structural causes of malnutrition.[26] Chronic malnutrition can lead to stunted growth, which affects approximately one out of two children in eastern DRC (Table 4).

[20]République Démocratique du Congo, "Multiple Indicator Cluster Survey, DRC 2010, Preliminary Findings," September 2010, p. 24.
[21]OCHA, "Humanitarian Action Plan 2011," Kinshasa, 2011, p. 42.
[22]Helen Young and Susanne Jaspers, "The meaning and measurement of acute malnutrition in emergencies; A primer for decision-makers," Humanitarian Practice Network, Network Paper Number 56, November 2006, p. 4.
[23]OCHA, "Humanitarian Action Plan 2011," Kinshasa, 2011, p. 42.
[24]OCHA, "Humanitarian Action Plan 2011," Kinshasa, 2011, p. 13.

Table 4: Children under five years old stunted, 2010[27]

	Maniema province	North Kivu province	Orientale province	South Kivu province	Average
Percent of stunted children	40	58	45	50	**48**

At the national level, the government does not have one particular program that focuses on at-risk youth. Many local and international organizations address the issue piecemeal; for example, helping former child soldiers, sexual violence survivors, or displaced children. Other programs take proactive approaches to this issue by paying for school fees for orphans or providing vocational training to youth. Programs targeting at-risk youth are often interwoven into projects in the education, health, protection, food security, nutrition, or SGBV sectors. Following are a few partners that facilitate or implement programs targeting at-risk youth:

- **United Nations Development Programme (UNDP):**
  The DDR (Disarmament, Demobilization and Reintegration) programs run by UNDP include special programs for former child soldiers.[28]
- **United Nations Population Fund (UNFPA):**
  Implements a comprehensive project on youth survivors of sexual violence.
- **Interchurch Organization for Development Cooperation (ICCO):**
  Facilitates vocational training for youth.
- **United Nations Fund for Children (UNICEF):**
  Facilitates immunization campaigns, health education on malaria and other diseases, nutrition, education, reintegration of child soldiers, life skills for children, protection of orphans and other vulnerable children, and prevention of sexual and gender-based violence.

[25]OCHA, "Humanitarian Action Plan 2011," Kinshasa, 2011, p. 42.
[26]OCHA, "Humanitarian Action Plan 2011," Kinshasa, 2011, p. 40.
[27]République Démocratique du Congo, "Multiple Indicator Cluster Survey, DRC 2010, Preliminary Findings," September 2010, p. 24.
[28]Also called DDRRR—Disarmament, Demobilization, Repatriation, Resettlement, and Reintegration.

For 2011, the Humanitarian Action Plan's Nutrition Cluster requested a budget of $33.2 million for addressing acute malnutrition that is severe (105,000 cases) and moderate (242,000 cases).[29] HAP's Food Security Cluster requested $33 million to help more than 275,000 households with malnourished children to attend nutrition centers, or to support those with HIV/AIDS or other chronic diseases.[30] HAP's Education Cluster has requested $28.8 million for structural and material assisttance for nursery, primary, and secondary schools.[31] The Protection Cluster has requested the following funding for programs that protect children in emergencies:[32]

- $2,415,000 for North Kivu province
- $2,415,000 for South Kivu province
- $201,480 for Orientale province
- $0 for Maniema province

These funding levels for protection show a clear bias for the Kivu provinces, comparative neglect of Orientale, and complete neglect of Maniema.

Conservation and Environment

The Democratic Republic of Congo has vast natural resources. DRC's powerful rivers, expansive forests, fertile farmlands, and abundant valuable minerals are well known worldwide. DRC is home to endangered okapi and mountain gorilla populations, as well as other flora and fauna of interest to scientists and tourists. Unfortunately, these wonderful natural resources are poorly managed as a result of governmental weakness and mismanagement, insecurity and conflict, predations from neighboring countries, the survival needs of the population, and climate change.

Conservation is not merely an environment or wildlife issue in DRC—its care (or lack thereof) has a direct impact on the livelihoods of communities, particularly low-income populations. Deforestation without replanting and pollution of water sources determine how far women and children must walk to search for firewood and water. Erosion due to mining and deforestation can destroy homes and farms. The lack of options for disposal of waste leads to serious health and sanitation issues. Economically, local communities have the potential to generate significant revenues around tourism if flora and fauna in national parks are conserved. Table 5 summarizes some of the key environmental issues in DRC.[33]

There are many international actors involved in the conservation and environment sector in DRC. The USG, through the Central Africa Regional Program for the Environment (CARPE) managed by USAID is a major actor on environmental issues. CARPE landscapes include the Okapi, Virunga,

[29]OCHA, "Humanitarian Action Plan 2011," Kinshasa, 2011, p. 42.
[30]OCHA, "Humanitarian Action Plan 2011," Kinshasa, 2011, p. 49.
[31]OCHA, "Humanitarian Action Plan 2011," Kinshasa, 2011, p. 53.
[32]OCHA, "Humanitarian Action Plan 2011," Kinshasa, 2011, p. 61.
[33]University of Gothenburg, "Democratic Republic of Congo—Environmental and Climate Change Policy Brief," 2005, pp. 2–3.

Table 5: Key environmental issues in DRC[34]

Environmental issue	Causes
Land degradation	Agricultural productivity and soil fertility are being impacted by high population density, mining, timber activity and firewood, and mobile agriculture
Deforestation	Mobile agriculture, timber activities, firewood, artisanal mining, armed groups, weak environmental management and policies, and conflict
Loss of biodiversity	Conflict, deforestation, poaching and bush meat, and exploitative natural resource extraction
Water pollution	Lack of sanitation and waste treatment, mining, and inadequate solid and hazardous waste management
Natural disasters (landslides, floods, droughts, volcanic eruptions)	Natural events, climate change, and populations living in high-risk areas; e.g., at the foot of Mount Nyiragongo, an active volcano

Kahuzi-Biega and Maiko National Parks. Table 6 summarizes some of the key environmental actors, while Table 7 on DRC's national parks notes the key actors involved in conservation. The remainder of this sector report highlights issues related to forestry and national parks in eastern DRC. For information about eastern DRC's mineral resources, see individual province reports.

Hand-sawn planks near Nioka (Ituri district, Orientale province) await transport to Uganda

[34]University of Gothenburg, "Democratic Republic of Congo—Environmental and Climate Change Policy Brief," 2005, pp. 2–4.

Table 6: Key international actors involved in environmental issues in DRC

Agency	Activities
The World Bank[35] (including GEF[36])	Strengthening government capacities for forest protection and resource management; protection of biodiversity
United Nations Environment Programme (UNEP)[37]	Integrated assessment of environment and ecosystems
UN-REDD[38]	Forest protection, climate change
Congo Basin Forest Partnership[39]	Coalition of governments, international organizations, and NGOs for protection and management of the Congo basin and its forests
International Union for the Conservation of Nature (IUCN)[40]	Protection of biodiversity, climate change, clean energy, resource management, "green" economy
Greenpeace[41]	Forest protection
World Wildlife Fund (WWF)[42]	Protection of biodiversity, forest protection
U.S. government	Protection of biodiversity, forest protection

Forests

DRC's vast rain forest is one of its main assets under threat from illegal timber harvesting and mining. The rain forest in DRC covers 133.6 million hectares of land (60 percent of the country). Although deforestation in the DRC is happening at a slower rate than elsewhere in the world (0.3 percent compared to 0.5 percent per year),[43] it is an issue that must be addressed as the DRC moves toward peace and stability. A report by the Swedish International Development Cooperation Agency (SIDA) notes:

[35]The World Bank, http://web.worldbank.org/WBSITE/EXTERNAL/COUNTRIES/AFRICAEXT/CONGODEMOCRATICEXTN/0,,contentMDK:20779255~menuPK:2114031~pagePK:141137~piPK:141127~theSitePK:349466,00.html, accessed May 3, 2011.
[36]Global Environmental Facility.
[37]United Nations Environment Programme. http://hqweb.unep.org/conflictsanddisasters/, accessed May 3, 2011.
[38]UN Program on Reducing Emissions from Deforestation and Forest Degradation in Developing Countries. http://www.un-redd.org/UNREDDProgramme/CountryActions/DemocraticRepublicofCongo/tabid/1027/language/en-US/Default.aspx, accessed May 3, 2011.
[39]Congo Basin Forest Partnership, http://www.pfbc-cbfp.org/home.html, accessed May 3, 2011.
[40]International Union for the Conservation of Nature. IUCN, "Programme 2009–2012, République Démocratique du Congo."
[41]Greenpeace, http://www.greenpeace.org/international/en/campaigns/forests/africa/, accessed May 3, 2011.
[42]World Wildlife Fund, http://www.worldwildlife.org/what/wherewework/congo/, accessed May 12, 2011.
[43]University of Gothenburg, "Democratic Republic of Congo—Environmental and Climate Change Policy Brief," 2005, p. 3.

> In 2002, almost half of the Congolese forests (43.5 million of a total 108 million hectares) were earmarked for industrial logging, locked up in 25-year contracts awarded before and during the war. Since then, 25.5 million hectares of non-compliant logging concessions have been cancelled, but over 20 million hectares are still under concession.[44]

While industrial forestry is not yet possible due to insecurity and lack of infrastructure, more than half of the Congolese population depends on some aspect of the forest for their food, medicine, and fuel. Unregulated deforestation is therefore increasing the vulnerability of the Congolese population.

The Congolese government has articulated an intention to better manage its forests. To that end, it has established the following objectives:[45a]

- Combat desertification through sustainable management of lands and forests
- Promote awareness of forest laws
- Reduce emissions due to deforestation and degradation
- Improve the forest management information system
- Strengthen the capacities of the ministry and its agencies
- Administer a national action plan to adapt to climate change

The Congolese government updated its forest laws in 2009, and the UN's Food and Agriculture Organization (FAO) publicized the new law in different provinces.

In response to the growing global and regional recognition of the importance of these forests in the Congo Basin and the need for more coordinated approach to sustainably managing these resources, the United States Government launched the Central Africa Regional Program for the Environment (CARPE) in September 1995 as a USAID 20-year initiative. The current phase of the program which began in January 2003 includes nine countries in Central Africa: Gabon, Cameroon, the Republic of the Congo, the Central African Republic, Equatorial Guinea, Burundi, Rwanda, Sao Tome and Principe and the Democratic Republic of the Congo. CARPE's objective is to reduce forest degradation and loss of biodiversity in the Congo Basin through increased local, national and regional capacity to sustainably manage natural resource management. CARPE's activities include remote sensing studies that will provide a 20-year deforestation trend analysis across the entire Congo Basin.[45b]

Despite apparent progress toward better management of forest resources, many challenges remain. In 2010, the United Nations Security Council's Group of Experts documented the involvement of the Congolese army and rebel groups such as FDLR in the timber trade in North Kivu and South Kivu.[46] This timber is sold in local markets in eastern DRC and exported to Rwanda and Uganda. In addition, timber resources are under threat from the production of charcoal, which is the main fuel source for the vast majority of eastern DRC's population. Despite valiant efforts by Virunga National Park rangers to stop charcoal production, the Group of Experts found that "various armed groups,

[44]University of Gothenburg, "Democratic Republic of Congo—Environmental and Climate Change Policy Brief," 2005, p. 3.
[45a]International Monetary Fund, "Democratic Republic of Congo: Poverty Reduction Strategy Paper—Progress Report," IMF Country Report No. 10/328, October 2010, p. 32.
[45b]USAID, "CARPE: Conserving Biodiversity through Sustainably Managing the Forests in the Congo Basin," January 2011.
[46]United Nations Security Council, "Final Report of the Group of Experts on the Democratic Republic of the Congo," S/2010/596, November 29, 2010, § 248–252.

as well as criminal networks within FARDC, continue to profit from the illegal charcoal trade from within the park."[47] The Congolese army and rebel groups are also involved in illegal fishing on Lake Albert, in North Kivu province,[48] and the Congolese army has been involved in poaching inside Virunga National Park.[49]

The mounting international anxiety and urgency with which climate change is being considered has pushed the protection of the Congo Basin rainforest to the forefront of environmental policy. Part of the strategy to address this is through the UN Program on Reducing Emissions from Deforestation and Forest Degradation in Developing Countries (UN-REDD). UN-REDD is a partnership between the FAO, UNDP and UNEP to build a country's capacity to address its own deforestation and degradation issues. The DRC is one of eleven pilot countries globally and three pilot countries in Sub-Saharan Africa. The DRC joined the UN-REDD program in September 2008.[50]

National Parks

There are five national parks in Maniema, North Kivu, Orientale, and South Kivu provinces (Table 7).

Table 7: National parks in eastern DRC[51]

Park	Location	Year created	Size (km^2)	International partners [52]	Key species	Problems
Kahuzi-Biega	North Kivu, South Kivu, Maniema	1970	6,000	GiZ, WCS, WWF, MGVP, FFI	Mountain gorilla, forest elephant, chimpanzee	Rebel activity in park, illegal mining and forestry, poaching, invasive species
Maiko	Maniema, North Kivu, Orientale	1970	10,830	DFGFI, WCS, FFI	Grauer's gorilla, chimpazee, okapi, Congo peafowl	Rebel activity in park, illegal mining and forestry, poaching
Virunga	North Kivu	1925	7,900	WWF, ZSL, PICG, DFGFI, DFGFE, SZF, MGVP, WCS, ECI	Mountain gorilla, elephant	Army and rebel activity in park, illegal mining and forestry, poaching, displaced populations
Okapi	Orientale	1992	13,726	WCS, GIC	Okapi, elephant, chimpanzee	Rebel activity in park, illegal mining and forestry, poaching, people living in the park
Garamba	Orientale	1938	12,100	APF, FFI, IFAW	White rhinoceros, Congo giraffe, elephant	Rebel activity in park, illegal mining and forestry, poaching, refugees and displaced populations

The Congolese Institute for the Conservation of Nature (ICCN) is part of the national Ministry of the Environment that manages DRC's national parks. The World Bank is organizing the Forest and Nature Conservation Project (PARSS), a project being executed with funding from GiZ to provide institutional strengthening for ICCN.[53]

The most active ICCN department is the Virunga Park sector, located in North Kivu. The Virunga Park management places a heavy emphasis on funding community development and income-generation projects. It operates job-creation programs in the communities surrounding Virunga National Park, which focus on providing innovative solutions to the problems of deforestation and loss of habitat. The park provides livelihoods for people, but the destruction of habitat will have massive consequences in the future for the same communities. The ICCN attempts to address this inherent tension through creating jobs and sustainable sources of energy that reduce local use of the park's resources, thereby protecting those resources for future generations.

The national parks in eastern DRC, including Virunga Park, still face many threats. All of eastern DRC's parks have served as havens for rebel groups, poachers, illegal miners, and illegal charcoal producers. In addition, Virunga Park is threatened by oil exploitation. Rebels and politicians alike signed contracts to allow international companies to explore for oil in Virunga Park, in violation of Congolese law. In March 2011, the Congolese government suspended the exploration of oil in Virunga Park, where UK-based oil companies Soco and Dominion were beginning to work. The Congolese government will launch a new Environmental Impact Assessment, judging the first EIA to be "superficial."[54]

[47] United Nations Security Council, "Final Report of the Group of Experts on the Democratic Republic of the Congo," S/2010/596, November 29, 2010, § 253.
[48] United Nations Security Council, "Final Report of the Group of Experts on the Democratic Republic of the Congo," S/2010/596, November 29, 2010, § 259–264.
[49] United Nations Security Council, "Final Report of the Group of Experts on the Democratic Republic of the Congo," S/2010/596, November 29, 2010, § 265–267.
[50] UN REDD, http://www.fao.org/climatechange/unredd/53078/en/cod/, accessed May 5, 2011.
[51] ICCN fact sheets for Kahuzi-Biega, Virunga, Okapi, and Garamba national parks, 2006; http://www.berggorilla.org/english/gjournal/texte/31maiko.html, accessed May 2, 2011.
[52] German Society for International Cooperation (GiZ), World Conservation Society (WCS), World Wildlife Fund (WWF), Mountain Gorilla Veterinary Project (MGVP), London Zoological Society (ZSL), International Program for Conservation of Gorillas (PICG), Dian Fossey Gorilla Fund International (DFGFI), Dian Fossey Gorilla Fund Europe (DFGFE), Gilman International Conservation (GIC), Frankfurt Zoological Society (SZF), African Parks Foundation (APF), Flora and Fauna International (FFI), International Fund for Animal Welfare (IFAW), Eastern Congo Initiative (ECI).
[53] International Monetary Fund, "Democratic Republic of Congo: Poverty Reduction Strategy Paper—Progress Report," IMF Country Report No. 10/328, October 2010, p. 33.
[54] Interview with Virunga Park Chief Warden Emmanuel de Merode, March 2011.

Education

Education in the Democratic Republic of Congo includes both a formal and an informal system. The formal education system is organized and monitored by the state through the National Ministry of Education. The following are the different levels of formal education in the DRC:

- **Nursery school:** This includes children ages 2–6.
- **Primary school:** Children generally start primary education at age 7. There are six grades, or levels, and upon completion children take the National Test of Primary School Completion (TENAFEP).
- **Secondary school:** Secondary school generally covers students ages 12–18. This level is broken into two sections: the "orientation cycle" covers the first two years (forms one and two), and the main level—roughly corresponding to American high school—covers four levels (forms three to six). At the end of the secondary cycle, pupils sit for the State Exams and receive diplomas upon passing, which allow them to register for University.
- **University level:** This is the superior level of education that is accessible to anyone who has received a State Secondary School Diploma. The standard program is approximately five years, which is broken into two levels: the first level covers three years, which constitutes an undergraduate degree, and the second level is for two years, constituting a master's degree. There are only a handful of major universities in eastern DRC, but there are many smaller institutes of higher learning that lack rigorous standards and regulation.

According to the DRC Constitution, public education is supposed to be free, but government progress in this area has been slow. During 2010, the DRC government developed a framework for tuition-free primary, secondary, and professional education,[55] but this strategy has not been implemented. The government often underpays or fails to pay teachers, requiring parents to pay unofficial fees for teachers' salaries.[56]

[55]International Monetary Fund, "Democratic Republic of the Congo: Poverty Reduction Strategy Paper—Progress Report," IMF Country Report No. 10/328, October 2010, p. 37.
[56]Héritier Maila, "Education System Failing Congolese Children," ACR Issue 275, November 1, 2010, http://iwpr.net/report-news/education-system-failing-congolese-children, accessed May 19, 2011; IRIN, "DRC: Where schools have flapping plastic walls," July 2010, http://www.newsfromafrica.org/newsfromafrica/articles/art_11870.html, accessed May 20, 2011.

The informal education system covers other forms of education, including:

- **Technical schools:** The formal system for technical education can range from one to four years. These schools are commonly privately owned and specialize in a variety of livelihoods, including carpentry, electrical repair, auto mechanics, sewing, computer training, art, and baking.
- **Adult education:** Adult education generally focuses on literacy training, with an emphasis on reading and writing.
- **Special education:** This type of education is particular to students who have learning impairments, hearing impairments, and other conditions that require special attention and care.

The education system in DRC is modeled on the colonial system, and stresses passive receipt of information and memorization. The colonial system was implemented in both public and private schools, in particular those run by the Catholic church. During the colonial era, students were taught to obey authority, and girls were considered less worthy of education than boys. After independence, this system persisted, but also deteriorated, as there were few qualified teachers. Only about 80 percent of primary school teachers are qualified for their work, while only 32 percent of secondary school teachers and just 20 percent of higher education teachers are qualified.[57]

The disparity between education of boys and girls is particularly remarkable. As reported in the Humanitarian Action Plan (HAP) 2011 report: "Latest statistics show that, on average, 46% of girls complete primary school as against 66.5% of boys while only 28.8% of girls enroll in secondary education against 51.2% of boys; one in every 5 male adults and almost 1 in 2 women are illiterate in Congo."[58] Of the respondents in the national Ministry of Planning and Ministry of Health demographic and health study, half of the men had completed an average of seven and a half years of schooling,[59] while the same proportion of women had completed an average of 4.7 years of schooling. Only three percent of women and six percent of men in DRC complete higher education.[60] The level of education also varies based on rural or urban settings. Eight percent of men have no formal education experience in rural areas versus two percent in urban areas; 32 percent of women have no formal education experience in rural areas versus 7 percent in urban areas.[61]

Efforts undertaken by the Congolese government and many non-governmental organizations have raised primary school enrollment from 64.1 percent in 2006 to 84.3 percent in 2008, compared to a target of 80 percent projected in 2005.[62] Although this quantitative evidence of enrollment is encouraging, the level of quality in DRC's schools remains poor. Problems include poor conditions of classrooms, lack of materials such as books, large class sizes, and inadequate and underpaid teachers.

[57]The Open Society Initiative for Southern Africa, "Effective Delivery of Public Services in the Education Sector: A Discussion Paper," 2009, p. 8.
[58]OCHA, "Humanitarian Action Plan 2011," Kinshasa, 2011, p. 50.
[59]DRC Ministry of Planning and Ministry of Health, "Enquete Demographique et Sante—Republique Democratique du Congo 2007," August 2008, p. 27.
[60]DRC Ministry of Planning and Ministry of Health, "Enquete Demographique et Sante—Republique Democratique du Congo 2007," August 2008, p. 30.
[61]DRC Ministry of Planning and Ministry of Health, "Enquete Demographique et Sante—Republique Democratique du Congo 2007," August 2008, p. 30.
[62]The IMF attributes this increase solely to government efforts, but many community-based groups have implemented projects funded by international donors to get children to enroll in school, particularly in areas where conflict forced youth to flee. International Monetary Fund, "Democratic Republic of the Congo: Poverty Reduction Strategy Paper—Progress Report," IMF Country Report No. 10/328, October 2010, p. 10.

These obstacles are related to larger dynamics, including:

- **Lack of funding:** The education sector in general suffers from a lack of funding. This is a problem with both governmental and external funding. Government spending in this sector relative to GDP declined from 3.2 percent of GDP in 2008 to 2.4 percent in 2009.[63] For 2010, the UN's Office for the Coordination of Humanitarian Affairs (OCHA) reports that the Education Cluster nationally received just over $6 million, which was not even one-quarter of the $25 million requested.[64] The lack of funding affects construction and rehabilitation of school buildings; access to books, desks, and other basic school materials; and teacher salaries. HAP 2011 has requested $28.8 million for the Education Cluster,[65] but even if this amount is achieved, which is unlikely, the impact will be relatively small: "The total population of target children 'at risk' in 2011 is 1,634,670. The Education Cluster feels able to provide assistance to 4% of children aged 3–5 years, 30% of children aged 6–11 years and 3% of adolescents, which is a total population of 247,194 children."[66a]
- **Lack of long-term vision:** The lack of long-term planning for the education sector keeps work in this area geared toward humanitarian efforts rather than development-focused programming. The national strategy appears to focus on increasing enrollment without improving the quality of education. HAP 2011 takes a similar approach, attempting to increase the number of students and making an effort to improve school facilities and distribute classroom materials; however, this is to be expected given the humanitarian rather than development focus of HAP. There is little discussion of planning for a major overhaul of pedagogy in DRC, which is needed to create a literate population capable of the kind of critical, imaginative, and civic-minded thinking needed to move DRC forward.

The United States government has undertaken several initiatives to help improve education in DRC. These activities aim to increase access, equity and retention, as well as improve the quality and relevance of education at all levels of schooling. The U.S. government is currently providing $91 million for scholarships, support for children displaced by war, training of teachers, and education about sexual and gender-based violence.[66b]

In eastern DRC, the typical problems of the education sector are amplified due to the persistence of conflict and insecurity. In parts of all four provinces covered by this report, schools have been occupied by military forces; targeted by armed forces for forcible induction of child soldiers; and burned, looted, and destroyed. Nearly half of the 1.6 million internally displaced persons in eastern DRC at the end of 2010 were children, meaning hundreds of thousands of youth have had their educations put on hold or terminated. It goes without saying that teachers and children need secure environments in order to learn and create sustainable improvements in the education sector.

[63] International Monetary Fund, "Democratic Republic of the Congo: Poverty Reduction Strategy Paper—Progress Report," IMF Country Report No. 10/328, October 2010, p. 24.
[64] OCHA, "Humanitarian Action Plan 2011," Kinshasa, 2011, p. 8.
[65] OCHA, "Humanitarian Action Plan 2011," Kinshasa, 2011, p. 4.
[66a] OCHA, "Humanitarian Action Plan 2011," Kinshasa, 2011, p. 51.
[66b] USAID, "Democratic Republic of Congo: Education Profile," March 2011.

Tables 8 and 9 give an overview of the number of formal schools in eastern DRC and HAP's priority geographic areas. Additional information about the education sector is found in the individual province reports. The composition of the Education Clusters in eastern DRC is listed in Table 10.

Table 8: Formal schools (private and public) in eastern DRC

Province	Nursery	Primary	Secondary	Total
Maniema	44	1, 197	580	**1,821**
North Kivu	130	2,987	1,298	**4,415**
Orientale	203	3,766	1,471	**5,440**
South Kivu	152	3,007	1,340	**4,499**
Total	**529**	**10,957**	**4,689**	**16,175**

Table 9: HAP 2011 priority geographic areas[67]

Province	Locations
Maniema	Lubutu, Punia, Kabambare
North Kivu	Beni, Masisi, Lubero, Rutsuru, Walikale
Orientale	Bafwasende, Isangi, Basoko
South Kivu	Shabunda, Mwenga, Kalehe, Kabare, Walungu, Uvira, Fizi

Table 10: Education clusters in eastern DRC[68]

Region (facilitator)	**Partners**
Ituri (district) (Save the Children)	APEC, CESVI, Solidarités, COOPI, LWF, DRC, SC-UK
North Kivu (AVSI)	AVSI, ALPHA UJUVI, NRC, IRC, CRS, SC-UK, JRS, WVI, Action Aid International
Orientale (Caritas Allemagne)	(See Ituri and Haut Uélé/Bas Uélé)
South Kivu (NRC)	AVSI, CARITAS BUKAVU, CARITAS UVIRA, CEPAC BUKAVU, SC-UK, NRC, CORDAID, People in Need

[67] OCHA, "Humanitarian Action Plan 2011," Kinshasa, 2011, p. 50.
[68] The term cluster is used by humanitarian actors to refer to networks of organizations working on particular programs or sectors, such as education. OCHA, "Humanitarian Action Plan 2011," Kinshasa, 2011, p. 114.

Food Security

The World Food Summit of 1996 defined food security as existing "when all people at all times have access to sufficient, safe, nutritious food to maintain a healthy and active life."[69] Access implies both physical accessibility and economic ability to acquire food that meets nutritional needs and food preferences. Food security is an international problem, but it is a particular concern in the DRC.

DRC is a fertile country, and despite its growing population, it should be able to meet the food security needs of its population and export food to other countries. According to the World Food Program (WFP), farming or related activities (sale of agricultural products or hunting, fishing and gathering) is the main livelihood activity for 92 percent of rural households, and contributes to about 64 percent of household food consumption.[70] Despite the number of producers, the level of production is low. As noted by WFP:

> The agricultural system is mainly subsistence-oriented. More than 93 percent of households have access to land, however the majority cultivates less than 1 hectare, which does not allow for adequate production for sale or own consumption. Cultivation techniques are still very traditional and households lack farming tools. Few households have a plough or a tractor. Agricultural inputs, such as fertilizers are not available. Seeds are often of low quality, and productivity is low.[71]

In 2008, agriculture (including forestry, livestock, hunting and fishing) contributed approximately 37 percent to DRC's Gross Domestic Product.

In many areas of DRC there are serious problems with access to enough food and to food of adequate nutritional value. Approximately 11 percent of DRC's population (8.3 million people) suffers from acute malnutrition as a result of inadequate access to food.[72] On average, 36 percent of households in DRC are food insecure,[73] meaning they consume less than the recommended minimum calories to maintain a healthy existence. The problem is more serious in eastern DRC, where 40 percent of the population is food insecure; in Maniema province, more than half the population does not get enough to eat every day. Tables 11 and 12 provide an overview of food insecurity and malnutrition in eastern DRC.

[69] World Health Organization, http://www.who.int/trade/glossary/story028/en/, accessed May 2, 2011.
[70] World Food Programme, "Executive Brief: Democratic Republic of Congo, Comprehensive Food Security and Vulnerability Analysis (CFSVA)/2007–2008," July 2008, p. 3.
[71] World Food Programme, "Executive Brief: Democratic Republic of Congo, Comprehensive Food Security and Vulnerability Analysis (CFSVA)/2007–2008," July 2008, p. 3.
[72] OCHA, "Humanitarian Action Plan 2011," Kinshasa, 2011, p. 3.
[73] World Food Programme, "Executive Brief: Democratic Republic of Congo, Comprehensive Food Security and Vulnerability Analysis (CFSVA)/2007–2008," July 2008, p. 1.

Table 11: Food insecurity in eastern DRC, 2008[74]

Province	Population	Number of severely food insecure people	Number of moderately food insecure people	Total population that is food insecure	Percent of population that is food insecure
Maniema	1,787,000	80,000	926,000	1,006,000	56
North Kivu	5,100,000	285,000	1,560,000	1,845,000	36
Orientale	7,394,000	399,000	2,343,000	2,742,000	37
South Kivu	4,422,000	517,000	1,464,000	1,981,000	45
Total	**18,703,000**	**1,281,000**	**6,293,000**	**7,574,000**	**40**

Table 12: Children under age 5 suffering from acute malnutrition in eastern DRC, 2010[75]

Province	Severe acute malnutrition	Moderate acute malnutrition	Total acute malnutrition
Maniema	8,953	23,993	**32,945**
North Kivu	27,023	52,964	**79,987**
Orientale	89,566	121,080	**210,647**
South Kivu	48,988	10,498	**59,486**
Total	**174,530**	**208,535**	**383,065**

[74] World Food Programme, "Executive Brief: Democratic Republic of Congo, Comprehensive Food Security and Vulnerability Analysis (CFSVA)/2007–2008," July 2008, p. 1.
[75] OCHA, "Humanitarian Action Plan 2011," Kinshasa, 2011, p. 42.

The main drivers of food insecurity in DRC are conflict, poverty, and poor infrastructure. Other factors include climatic conditions (drought, flood, climate change), crop and livestock diseases, and a lack of knowledge among the population about nutritional requirements. In addition, in order to mitigate risk and deal with repeated livelihood shocks throughout the years of war, the habits of the population have changed from high-risk activities (agriculture and rearing livestock) to low-risk activities (mining, forestry, and small business) that do not require the possession of too many assets that can be affected by conflict.[76]

Among those hardest hit by malnutrition and hunger are displaced populations, who must leave their homes, farms, and animals to flee conflict. Among the displaced population, women and children are generally more vulnerable to food insecurity than men; however, this is also true in non-displaced populations. Table 13 summarizes displaced populations in eastern DRC as of December 31, 2010.

Table 13: Displaced populations in eastern DRC as of December 31, 2010[77]

Area	Number
Bas Uélé district (Orientale)	50,644
Haut Uélé district (Orientale)	216,011
Tshopo district (Orientale)	4,985
Ituri district (Orientale)	128,028
North Kivu	508,398
South Kivu	752,195
Total	1,660,261

[76]University of Gothenburg, "Democratic Republic of Congo—Environmental and Climate Change Policy Brief," 2005, p. 6.
[77]OCHA, "Democratic Republic of the Congo: Insecurity and Displacement," February 28, 2011.

Funding for food security

There are approximately 140 organizations involved in the food security sector in DRC, which work in collaboration with provincial agriculture, fishery, and livestock agencies. The lead organizations in the sector are the UN's Food and Agriculture Organization (FAO), the World Food Program (WFP), and Action Against Hunger USA (Action contre la Faim, ACF-USA). These groups work closely with the ICRC, SNSA (Ministry of Agriculture), CISP, COOPI, PRONANUT, ACTED, CESVI, Oxfam GB World Vision, Africare, Caritas, Aldi, InterAction, Cedi, EUB, FOLECO, Catholic Relief Services (CRS), and Solidarités International.[78]

In 2010, the Food Security Cluster of the international Humanitarian Action Plan (HAP) for DRC received $205,159,673, which was 68 percent of its requested funding of $300,594,110.[79] For 2011, the Food Security Cluster has requested $295,000,000 to provide emergency food assistance, improve food access for households, address malnutrition, and coordinate food security efforts among all actors.[80] This includes $33 million to help more than 275,000 households with malnourished children to attend nutrition centers, or to support those with HIV/AIDS or other chronic diseases.[81] The Food Security Cluster is targeting territories that are combat zones, have high numbers of displaced people, or are otherwise experiencing food insecurity (Table 11). In addition, HAP's Nutrition Cluster requested a budget of $33.2 million for addressing acute malnutrition that is severe (105,000 cases) and moderate (242,000 cases).[82]

Table 14: HAP food security cluster priority areas, 2011[83]

Province	Areas of focus
Maniema	Butu, Kailo, Kabambare
North Kivu	Walikale
Orientale	Dungu, Faradje, Niangara, Watsa, Ango, Bambesa, Poko, Bafwasende, Irumu
South Kivu	Shabunda, Fizi, Kalehe, Idjwi

[78]OCHA, "Humanitarian Action Plan 2011," Kinshasa, 2011, p. 117.
[79]OCHA, "Humanitarian Action Plan 2011," Kinshasa, 2011, p. 8.
[80]OCHA, "Humanitarian Action Plan 2011," Kinshasa, 2011, p. 4.
[81]OCHA, "Humanitarian Action Plan 2011," Kinshasa, 2011, p. 49.
[82]OCHA, "Humanitarian Action Plan 2011," Kinshasa, 2011, p. 42.
[83]OCHA, "Humanitarian Action Plan 2011," Kinshasa, 2011, p. 48.

The United States Agency for International Development (USAID) provides substantial bilateral food security assistance to DRC through the Food for Peace and Multi-Year Assistance programs. Table 15 summarizes the Food for Peace program's recent contributions. For Fiscal Year 2011, USAID's partners for work in DRC are Adventist Development and Relief Agency (ADRA), Food for the Hungry, Mercy Corps, and the World Food Programme. USAID also funds projects to improve the livelihoods of farmers, to extend credit to agricultural enterprises, and to improve food security in particularly vulnerable areas of South Kivu province.[84a]

Table 15: Food for Peace contributions, FY 2008–FY 2011[84b]

Year	Value (millions)	Quantity (metric tons)
FY 2011 (to April 4, 2011)	$67.2	58,600
FY 2010	$101.3	94,400
FY 2009	$125.9	88,610
FY 2008	$80.8	54,680
Total	**$375.2**	**296,290**

A child carries firewood for his family cooking at home

[84a]USAID, "Democratic Republic of Congo: Food for Peace Fact Sheet," April 4, 2011.
[84b]USAID, "Democratic Republic of Congo: Economic Growth and Food for Peace Office," January 2011; USAID, "Democratic Republic of Congo: Office of U.S. Foreign Disaster Assistance (OFDA)," July 2010.

Health

In a country where 158 out of every 1,000 children die before the age of 5, and where 8.3 million people experience acute malnutrition, or wasting,[85] there are dire problems and needs in the health sector. Yet in 2010, international donors provided only one-third of the financing requested in the UN Office for the Coordination of Humanitarian Affairs' (OCHA) Humanitarian Action Plan for health sector needs in the Democratic Republic of the Congo.[86] There are encouraging signs in the health sector, but many challenges remain, and many needs are unmet.

Structure of the health system in DRC

The health structure in DRC is based on three levels: central (national), intermediate (province), and peripheral (health zone). The foundation of this structure is the health zone. Of the 515 health zones nationally, 169 (33 percent) are in Maniema, North Kivu, Orientale, and South Kivu provinces. Each zone covers approximately 100,000–150,000 people, and is overseen by a chief medical officer (médecin chef de zone). Health zones are administratively organized into health districts. Each province organizes the health districts in its area, and the national Ministry of Health organizes the health provinces. In reality, the national ministry has very little connection with local service delivery in the health zones, and virtually no money from the ministry makes it to the health centers. There are 725 hospitals (493 government, 165 missionary, and 67 private) and more than 7,700 lower-level health facilities in DRC.[87] Table 16 provides an overview of the government health system in DRC.

Table 16: Health districts, zones, and centers per province, 2010[88]

Province	Health districts	Health zones	Government health centers	Health centers constructed of durable materials	Ratio of health centers durably constructed
Maniema	4	18	263	31	12%
North Kivu	4	34	483	83	17%
Orientale	10	83	1,452	144	10%
South Kivu	5	34	565	77	14%
Total/ average	**23**	**169**	**2,763**	**335**	**12%**

[85]OCHA, "Humanitarian Action Plan 2011," Kinshasa, 2011, p. 3.
[86]The international community gave $20.1 million, but the request for financing was $60.5 million. OCHA, "Humanitarian Action Plan 2011," Kinshasa, 2011, p. 8.
[87]USAID, "President's Malaria Initiative: Malaria Operational Plan, Fiscal Year 2011 (Year One), Democratic Republic of the Congo," 2011, p. 9.
[88]République Démocratique du Congo, Ministère du Santé, "Plan Nationale de Développement Sanitaire, PNDS 2011–2015," Kinshasa, March 2010, pp. 19, 58.

The low ratio of health centers durably constructed—with bricks and a solid roof—hints at the larger problems and decay within DRC's health structure. These problems are systemic, and rooted in the decades of social, political, and economic decline that took place under the rule of Mobutu Sese Seko, followed by the near total collapse of the health system after 1996, when the wars started.[89] Although the system has recovered to some extent thanks to major international funding and support, most of the health-care workers are concentrated in Kinshasa, and rural areas are significantly neglected.[90]

There are problems with the quantity, quality, and distribution of medical staff within the government health system. In 2010 there were approximately 5,000 doctors and 40,000 nurses nationwide.[91] Interestingly, that same year there were 11,000 doctors registered with the government; however, the government has no information about more than half of the doctors supposedly working inside the country.[92] Most of these doctors and nurses trained at one of the 470 health education schools in DRC.[93] A 2004 estimate of the numbers of doctors, nurses, and pharmacists in the four eastern provinces covered in this study is presented in Table 17.

Table 17: Doctors per province in eastern DRC, 2004[94]

Province	Doctors
Maniema	49
North Kivu	192
Orientale	171
South Kivu	146
Total	**558**

The general hospital in Shabunda (South Kivu)

[89]Ron Waldman, "Health in Fragile States—Country Case Study: Democratic Republic of the Congo," Arlington, Virginia, USA: Basic Support for Institutionalizing Child Survival (BASICS) for the United States Agency for International Development (USAID), 2006.
[90]Ron Waldman, "Health in Fragile States—Country Case Study: Democratic Republic of the Congo," Arlington, Virginia, USA: Basic Support for Institutionalizing Child Survival (BASICS) for the United States Agency for International Development (USAID), 2006, p. 7.
[91]République Démocratique du Congo, Ministère du Santé, "Plan Nationale de Développement Sanitaire, PNDS 2011–2015," Kinshasa, March 2010, p. 36.
[92]Ibid.
[93]République Démocratique du Congo, Ministère du Santé, "Plan Nationale de Développement Sanitaire, PNDS 2011–2015," Kinshasa, March 2010, p. 37.
[94]République Démocratique du Congo, Ministère du Santé, "République Démocratique du Congo—Annuaire Données Sanitaire," Kinshasa, 2006, p. 91.

There are numerous human resource problems in the health sector. The Congolese Ministry of Health has noted the unequal distribution of health-care personnel in the provinces (favoring Kinshasa and Bas-Congo), and the (economic) migration of trained personnel to other countries.[95] Other problems include lack of (or inadequate) pay, career support, and career development and training. In rural areas, people often pay for medical services with food crops or animals. As a result of the low or nonexistent pay and the difficult living conditions in rural areas, the quality of health-care staff can be quite low.

Even where structures are well built and sufficiently staffed, there may be a shortage of drugs to treat patients. The government does not support the cost of health care for the population and does not equip any service providers at the local level. There is a centralized system for purchasing essential medicines, but in the east, this program only covers Maniema and South Kivu provinces.[96] The DRC produces only 10 percent of its own medicines,[97] which, when combined with the poor infrastructure and lack of financial support for drugs, partially explains the lack of medicines at medical centers in most parts of DRC, particularly in rural areas.

There has been some progress related to the increased availability of some vaccines. Thanks in large part to international intervention, the rate and coverage of childhood vaccinations increased between 2001 and 2007.[98] Nonetheless, eastern DRC has lower immunization rates than the national average, and within the east, there are significant variations. As shown in Table 18, children in Maniema province have the lowest rates of immunization, while North Kivu's rates are above the national average.

Table 18: Immunization for youth ages 12–23, 2010 (percentage)[99]

Area	BCG (tuberculosis)	HepB3 (hepatitis B)	VPO3 (polio)	Measles	Yellow Fever	Received all vaccines
Maniema	65	19	25	46	39	10
North Kivu	99	51	66	80	80	50
Orientale	74	39	50	60	60	35
South Kivu	86	51	60	57	54	34
East DRC average	81	40	50	61	58	32
National average	**84**	**49**	**58**	**67**	**65**	**42**

[95]République Démocratique du Congo, Ministère du Santé, "Plan Nationale de Développement Sanitaire, PNDS 2011–2015," Kinshasa, March 2010, pp. 37–42.
[96]République Démocratique du Congo, Ministère du Santé, "Plan Nationale de Développement Sanitaire, PNDS 2011–2015," Kinshasa, March 2010, pp. 43–44.
[97]République Démocratique du Congo, Ministère du Santé, "Plan Nationale de Développement Sanitaire, PNDS 2011–2015," Kinshasa, March 2010, p. 44.
[98] République Démocratique du Congo, Ministère du Santé, "Plan Nationale de Développement Sanitaire, PNDS 2011–2015," Kinshasa, March 2010, p. 22.
[99]République Démocratique du Congo, "Multiple Indicator Cluster Survey, DRC 2010, Preliminary Findings," September 2010, p. 23.

Budget

The problem with the health sector is multifaceted, but lack of finances is part of the reason for the sector's poor status. The DRC government places little emphasis on this sector, spending less than half per capita on health in 2008 than what it officially spent on the military (Table 19).

Table 19: Selected budgeted and actual expenditures, DRC government, 2008 (in millions)[100]

Category	Budgeted[101] (in millions)	Actual (in millions)	Actual as a percent of budgeted	Actual as a percent of GDP	Actual as a percent of total expenditure	Per capita expenditure[102]
Health	$289.1	$124.6	43	1.1	4.6	$1.93
Military[103]	$279.4	$252.3	90	2.2	9.3	$3.92
Order and public security	$216.1	$224.1	104	1.9	8.3	$3.48
Social protection, social affairs	$69.3	$46.8	68	0.4	1.7	$0.73

[100]International Monetary Fund, "Democratic Republic of the Congo: Poverty Reduction Strategy Paper—Progress Report," IMF Country Report No. 10/328, October 2010, p. 48.
[101]The budgeted and actual figures are converted from Congolese francs using the 2008 exchange rate of 559 francs/dollar as stated on the CIA World Factbook website; however, the Congolese franc significantly depreciated during 2008, and it was around 900 francs/dollar by early 2009. Therefore, these dollar figures should be taken as estimates. https://www.cia.gov/library/publications/the-world-factbook/geos/cg.html, accessed May 1, 2011.
[102]Based on 2010 population estimate of 64,420,000 included in République Démocratique du Congo, Ministère du Santé, "Plan Nationale de Développement Sanitaire, PNDS 2011–2015," Kinshasa, March 2010, p. 14.
[103]Global Security.org identifies DRC's 2007 military budget as $543,750,000. http://www.globalsecurity.org/military/world/spending.htm, accessed May 1, 2011.

The Humanitarian Action Plan for DRC identifies three priority areas for the Health Cluster in 2011:[104]

- Increase basic interventions for reproductive and infant health.
- Increase preparedness and response to epidemics.
- Strengthen technical and institutional capacities during emergency situations.

The Health Cluster identified several constraints to achieving these goals, which reflect more broadly the challenges of improving the health sector in DRC:[105]

- Poor infrastructure limits access to many areas and limits coordination of health responses.
- Persistent insecurity in some areas.
- Inadequate means and resources.
- Inadequate and/or lack of partners in certain health zones.

For 2011, the Health Cluster has stated it requires $35.1 million to achieve its modest objectives.[106]

There are many other bilateral and multilateral health interventions in DRC. The U.S. government is active in improving the enabling environment for, and increase the availability and use of, high-impact services, products, and practices for family planning: maternal, newborn, and child health; nutrition, malaria and tuberculosis; neglected tropical diseases; HIV/AIDS; and water/sanitation/hygiene in target health zones. Activities are implemented mostly in under-served rural settings; improving the health of women and children under five is the main focus of all interventions.

The level of USAID malaria funding in DRC rose significantly in Fiscal Year (FY) 2007 and FY08 to about $7 million annually, then further to $15 million in FY09 and finally $18 million in FY2010. DRC will become the sixteenth PMI [President's Malaria Initiative] country with a proposed budget of $37 million for FY2011.[107]

This program will target 112 health zones in four provinces, including South Kivu.[108] The PMI is part of President Barack Obama's Global Health Initiative (GHI), which also targets HIV/AIDS and tuberculosis in less developed countries.

[104]OCHA, "Humanitarian Action Plan 2011," Kinshasa, 2011, pp. 44–45.
[105]OCHA, "Humanitarian Action Plan 2011," Kinshasa, 2011, p. 45.
[106]OCHA, "Humanitarian Action Plan 2011," Kinshasa, 2011, p. 4.
[107]USAID, "President's Malaria Initiative: Malaria Operational Plan, Fiscal Year 2011 (Year One), Democratic Republic of the Congo," 2011, p. 5.
[108]The other provinces are Katanga, East Kasai, and West Kasai.

Health issues

The health issues in DRC range from the standard ailments that plague people worldwide, to extreme and obscure diseases such as the Marburg and Ebola viruses.[109] Polio remains a problem in DRC, although a new vaccination initiative started in 2011 to address this problem.[110] Malaria is one of the largest health issues in DRC. In 2010, an estimated 20 million people in DRC suffered from malaria—approximately one-third of the population.[111] Malaria accounts for more than 40 percent of all outpatient visits, and for 40 percent of deaths among children under 5 years of age.[112]

Many health issues in DRC are related to conflict, poverty, and other social problems. These may range from malnutrition (a symptom of food insecurity and population displacement) to sexually transmitted diseases (a symptom of sexual violence, war, a culture of impunity, and lack of education). Following are brief descriptions of three major health issues in DRC: HIV/AIDS, maternal and infant mortality, and mental health.

HIV/AIDS. There is little doubt that HIV/AIDS is a major problem in DRC, but there is considerable uncertainty about the scale and scope of the problem. There are various estimates of the rate of HIV/AIDS infection, but these generally identify 4–5 percent of the population as being infected, with the rates higher for women than men, and higher in rural areas than in urban zones.[113] There are also different estimates of the number of HIV/AIDS positive people receiving anti-retroviral drugs, but one commonly cited statistic is 24 percent.[114] Different sources have different estimates of HIV/AIDS rates in the eastern provinces, but numbers are generally around 4–6 percent in Maniema, 5 percent in North Kivu, nearly 7 percent in Orientale, and 3 percent in South Kivu.[115] These numbers may hide significant variations within provinces. For example, recent testing of more than 3,000 people in Orientale province's Bas Uélé and Haut Uélé districts found that a startling 12.1 percent were HIV positive. This testing—the first of its kind in these isolated, rural locations—found that 9.4 percent of the men tested had HIV/AIDS, and that 13.8 percent of women tested positive.

[109]National Geographic, http://news.nationalgeographic.com/news/2005/11/1130_051130_ebolabathost.html, accessed April 30, 2011.
[110]Ndiaga Seck, "Polio immunization campaign to reach millions in Democratic Republic of the Congo," UNICEF, May 15, 2011, http://www.unicefusa.org/news/news-from-the-field/polio-immunization-congo.html, accessed May 18, 2011.
[111]OCHA, "Humanitarian Action Plan 2011," Kinshasa, 2011, p. 43.
[112]USAID, "President's Malaria Initiative: Malaria Operational Plan, Fiscal Year 2011 (Year One), Democratic Republic of the Congo," 2011, p. 10.
[113]Cf. République Démocratique du Congo, Ministère du Santé, "Plan Nationale de Développement Sanitaire, PNDS 2011–2015," Kinshasa, March 2010, pp. 24–25; République Démocratique du Congo, Ministère du Santé, "Annuaire Sanitaire; Exercise 2004," Kinshasa, May 2006, p. 40; République Démocratique du Congo, Ministère du Plan, "Document de Strategie pour la Reduction de la Pauverte," Kinshasa, February 2005, p. 33; République Démocratique du Congo, Présidence de la République, "Rapport National de Suivi UNGASS 2007," Kinshasa, January 31, 2008, pp. 2, 8–11.
[114]USAID, "Democratic Republic of the Congo: HIV/AIDS Health Profile," September 2010, p. 1.
[115]Cf. République Démocratique du Congo, Ministère du Plan, "Document de Strategie pour la Reduction de la Pauverte," Kinshasa, February 2005, p. 33; République Démocratique du Congo, Ministère du Plan, "Monographie de la Province du Nord-Kivu (Draft 4)," Kinshasa, March 2005, p. 8; République Démocratique du Congo, Ministère du Plan, "Document de Stratégie de Réduction de la Pauvreté: Province du Maniema," Kinshasa, February 2006, p. 26; République Démocratique du Congo, Province Orientale, "Document de Strategie de Reduction de la Pauverte," Draft 2, August 2005, p. 6; République Démocratique du Congo, Ministère du Plan, "Monographie de la Province du Sud-Kivu," Kinshasa, March 2005, p. 7.

Table 20: HIV/AIDS testing results at four voluntary testing centers in Haut Uélé and Bas Uélé districts, Orientale province, September 2010-January 2011 [116]

Month	Sept. 2010	Oct. 2010	Nov. 2010	Dec. 2010	Jan. 2011	Total
Number of men tested	67	158	371	411	147	**1,154**
Number of women tested	169	309	524	579	338	**1,919**
Total tested	236	467	895	990	485	**3,073**
Number of HIV/AIDS-positive test results						
Number of men testing positive	8	36	25	20	19	**108**
Number of women testing positive	35	77	56	49	47	**264**
Total HIV/AIDS+	43	113	81	69	66	**372**
HIV/AIDS+ rate	18.2%	24.1%	9%	6.9%	13.6%	**12.1%**

The number of deaths due to HIV/AIDS reportedly increased from 82,790 in 2009, to 84,323 in 2010.[117] This statistic illustrates the general problem of statistical claims about HIV/AIDS, and more broadly about health in DRC, as the report claims a statistic for HIV/AIDS deaths in 2010, yet the report was published in March 2010.

DRC's National HIV/AIDS Control Program (PNLS) organizes activities in this sector. Between 2004 and 2010, the three largest donors to HIV/AIDS prevention and treatment programs in DRC were the Global Fund, the World Bank, and USAID. Since 2005, the Global Fund has disbursed $130.4 million for HIV/AIDS prevention and treatment programs in the DRC. Between 2004 and March 2011, the World Bank's Multisectoral HIV/AIDS Project disbursed $66.8 million for HIV/AIDS-related programming in DRC.[118] USAID provided $10.1 million to DRC in FY2009, allocated $30 million for FY2010, and expects to continue the FY2010 level of funding through at least FY2012.[119]

[116]Statistics supplied by CAFEV, Dungu (see report on CAFEV in the Orientale province report), March 5, 2011. The testing took place at testing centers in Haut Uélé at Dungu and Duruma, and in Bas Uélé at Poko and Amadi.
[117]République Démocratique du Congo, Ministère du Santé, "Plan Nationale de Développement Sanitaire, PNDS 2011–2015," Kinshasa, March 2010, p. 24.
[118]The World Bank, "Implementation, Status, and Results: Congo, Democratic Republic of; DRC Multisectoral HIV/AIDS Project (P082516)," Report No. ISR2012, March 14, 2011, p. 4.
[119]USAID, "Democratic Republic of the Congo: HIV/AIDS Health Profile," September 2010, p. 3.
See also http://www.usaid.gov/our_work/global_health/aids/Countries/africa/congo.html, accessed May 1, 2011.

Maternal and infant mortality. Maternal and infant mortality are serious problems in DRC and are related to many social and political issues, including the poor state of the health system, conflict and insecurity, nutrition and food availability, and HIV/AIDS. The severity of the issue in the DRC is illustrated by the World Health Organization's 2008 estimates of maternal mortality. According to this data, the DRC had the third highest number of maternal deaths in 2008. Of a total of 358,000 deaths worldwide, 19,000 were in Congo.[120a] The same study estimates that the rate of maternal mortality in the DRC in 2008 was 670 women per 100,000.[120b]

There is some evidence of improvement in this area depicted in the Congolese National Plan for Health from 2011 - 2015: In 1998, an estimated 1,837 women died for every 100,000 live births, but by 2007 this figure had declined to 547 deaths. [121] Under-5 infant mortality has also reportedly declined, though it remains high, and there are significant differences among the eastern provinces (Table 21).

Table 21: Infant and child mortality in eastern DRC, per 1,000 births, 2010[122]

Area	Infant mortality (0–1 years old)	Child mortality (0–5 years old)
Maniema	126	210
North Kivu	82	131
Orientale	93	152
South Kivu	101	166
East DRC average	101	165
Urban average	71	111
National (DRC) average	97	158
Global average (2009)	41[123a]	58[123b]

[120a]World Health Organization, "Trends in Maternal Mortality: 1990–2008; Estimates Developed by WHO, UNICEF, UNFPA, and the World Bank," 2010, p. 17.
[120b] World Health Organization, "Trends in Maternal Mortality: 1990–2008; Estimates Developed by WHO, UNICEF, UNFPA, and the World Bank," 2010, p. 24.
[121]République Démocratique du Congo, Ministère du Santé, "Plan Nationale de Développement Sanitaire, PNDS 2011–2015," Kinshasa, March 2010, p. 23.
[122]République Démocratique du Congo, "Multiple Indicator Cluster Survey, DRC 2010, Preliminary Findings," September 2010, pp. 10, 23.
[123a]http://data.worldbank.org/indicator/SP.DYN.IMRT.IN?display=graph
[123b]http://data.worldbank.org/indicator/SH.DYN.MORT/countries?display=graph

Mental Health. Mental health garners less attention within DRC and from donors than other health issues, yet it is a serious problem. As in some wealthy industrialized nations, there is a lack of programming and support for the mentally ill in DRC. People with mental impairments ranging from schizophrenia to depression to post-traumatic stress disorder mostly struggle in silence, without the benefit of counseling or medications, and often without the support and understanding of their families and communities. The severely mentally ill are visible in cities and towns, where they survive living on the streets. It is not uncommon for mentally ill people to be labeled as witches, or to be shunned and accused of being possessed by demons.

The national health system in DRC did not identify mental health as a component of essential care until 2008, and then only after extensive lobbying from health professionals. Indeed, the national health ministry's 2006 statistical report has no data on the prevalence of mental illness in DRC.[124] Generally, only the physical manifestations of mental health issues are noted in DRC. According to CIF-Santé (Conseil Information Formation), a health management and training group in Goma (North Kivu), after years of protracted conflict, health centers and hospitals are experiencing an increase in cases of stress- and trauma-related health problems, including headaches, gastritis, and blood pressure problems. Table 22 provides a summary of health ailments attributed to stress or trauma. Note that although epilepsy is a physical condition not related to mental illness, in eastern DRC it is considered a physical reaction to a mental impairment.[125]

Table 22: Physical ailments attributed to stress and trauma at four health centers in North Kivu province, January–December 2009[126]

Symptoms	Number of reports
Headaches related to psychiatric complaints and/or stress	7,007
Convulsions related to psychiatric complaints and/or stress	405
Suicide	71
Dependence on psychoactive substance	971
Agitation	694
Chronic mental trouble	727
Stress linked to trauma	2,567
Psychological issues related to HIV/AIDS	158
Paralysis	368
Epilepsy	2,839

[124]République Démocratique du Congo, Ministère du Santé, "Annuaire Sanitaire; Exercise 2004," Kinshasa, May 2006, p. 49.
[125]In the past, epilepsy was considered a sign of possession by spirits or demons, so its inclusion among mental health problems is locally considered a positive step toward fully understanding and recognizing the nature of the disease.
[126]Statistics obtained from CIF, a management-training consultancy based in Goma, DR Congo, April 21, 2011.

Along with the increase in funding and attention on sexual and gender-based violence in DRC, there are an increasing number of community-based organizations providing counseling services for women and children (some of these groups are profiled in this ECI report). There is still a lack of attention to this issue, for several reasons. One problem is funding. The national government directs no funding toward mental health, and international donors only address the issue in relation to sexual violence and demobilized child soldiers. Another problem is the lack of trained mental health professionals in DRC. According to CIF-Santé, there are only 12 doctors trained in psychiatry in DRC, or roughly one qualified mental health doctor for every 5.4 million people. A third problem is social: There is a general lack of understanding among the Congolese population about the causes and nature of mental illnesses, and local traditions as well as religious doctrines often relegate the mentally ill to the status of witches or the possessed. The path forward therefore lies in allocating funding to address mental illness in DRC, training more mental health professionals, and educating religious groups, community leaders, educators, health professionals, politicians, and the general population about this issue.

Human Rights

One of the unfortunate aspects of DRC's history is that foreigners and nationals alike have committed terrible human rights abuses. From the rampages of Afro-Arab slave traders, to Henry Stanley's murderous expeditions, to the appalling rule of King Leopold II and his colonial successors, the people of DRC endured every form of death and degrading treatment imaginable, including widespread rape and mutilation, which are sometimes misleadingly presented as a modern (and African) phenomenon. Liberation from colonial rule did not release the people from these crimes, and the rule of Mobutu Sese Seko, which was supported for decades by Western powers, built upon the legacy of violation of people's fundamental freedoms. Sadly, these problems continue today, and it almost goes without saying that the vast majority of the people committing human rights violations are men, and the vast majority of the victims are women and children.

Yet within this legacy there is a silver lining. Human rights abuses in DRC spurred the codification of human rights law, gave birth to the modern human rights movement,[127] and led to the creation of dynamic human rights groups in DRC. Courageous activists in DRC—both Congolese and expatriates—continue to advance the protection of fundamental human freedoms, despite significant obstacles and hazards. Problems such as illegal detention, forced labor, and sexual violence persist, and violators are generally not prosecuted for their crimes by a state that is sometimes complicit in those violations. This section reviews some of the major human rights issues in DRC, and identifies some of the major actors in this sector.

[127] See Adam Hochschild, King Leopold's Ghost (Boston, New York: Houghton Mifflin Company, 1998).

Major human rights problems

The three major human rights problems in DRC are freedom of expression, child protection, and sexual and gender-based violence.

- **Freedom of expression:** The lack of freedom of expression has both historical and political dimensions. Historically, Belgian colonial authorities and the Mobutu regime showed intolerance for freedom of expression, particularly where it involved questioning power structures and rights violations. This has instilled in Congolese society a reluctance to speak out. Yet many courageous Congolese have and do speak out about social, political, and economic injustices. To speak out can have serious consequences, including threats, detention, or death. There is a lack of respect for freedom of expression in the political sphere, and there is little accountability when this freedom is violated.
- **Child protection:** Every child has the right to be protected, to be cared for, and to receive basic services. In the DRC, the law confirms this and includes specific protections for children. Yet too many adults ignore child rights. Children are victimized in many ways in DRC, including sexual violence, being forcibly or voluntarily inducted into armed groups, and forced to work and drop out of school. Victimization of children who are disabled, orphaned, or living on the streets is widespread.
- **Sexual and gender-based violence:** The issue of sexual and gender-based violence is connected to both social aspects in DRC and war. Women are not treated as equals in many parts of Congolese society, which facilitates various forms of violence against them, including rape, assault, lack of legal rights for inheritance, and forced marriage (particularly for young girls). Armed groups, including government forces, have committed massive violations of women's rights. While women bear the brunt of sexual violence, it is important to note that male-on-male sexual violence has also occurred, is understudied, and gets much less attention than violence against women.

A major obstacle to addressing these and other human rights issues in DRC is the lack of judicial enforcement of existing national laws and international conventions. The UN Secretary-General's February 2011 report noted:

> The human rights situation in the Democratic Republic of the Congo remained of grave concern. Despite expressions of renewed commitment by the Government, efforts aimed at the structural reform necessary to improve the human rights situation in the country remained inadequate.[128]

The failure of the DRC government to respect the human rights of citizens and to hold violators accountable are major obstacles to advancing work in this sector.

[128] United Nations Security Council, "Report of the Secretary-General on the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo," S/2011/20, January 17, 2011, § 45.

These violations not only negatively affect people in the DRC, they also have economic effects, such as discouraging foreign investment. As noted by the U.S. Government Accountability Office: "Corruption and other governance problems have impeded efforts to reform the security sector and hold human rights violators accountable and have discouraged private-sector investment, thus hindering economic growth."[129] The economic impacts of human rights violations are understudied, yet in DRC they are apparent in terms of the lack of foreign investment and the limitations that insecurity and rights violations place upon livelihoods and development.

Human rights organizations

There are many local, national, and international groups working to improve the human rights situation in DRC. Their activities are vital to advancing the cause of human rights, yet they also work in an environment fraught with danger and difficulty. Congolese and foreign human rights advocates alike have been threatened and intimidated, and some have been forced to flee the country, but their work is having positive effects that are helping advance the causes of peace and justice in DRC.

There is a strong tradition of Congolese human rights work that started during the colonial era, and continued and expanded during the Mobutu era. The war years were difficult for human rights groups and workers in DRC, yet their work was vital for documenting the many abuses by foreign and domestic actors. Among the many excellent human rights groups in DRC are the African Association for the Defense of Human Rights (ASADHO, based in Kinshasa), Journalists in Danger (Kinshasa), Justice Plus (Orientale), Voice of the Voiceless (South Kivu), and Catholic Diocese Justice and Peace (CDJP) commissions (diocese-level, nationwide). Groups profiled in this report (and National Endowment for Democracy (NED) recipients) include Groupe Lotus (Orientale), ADIF (Maniema), CADI (South Kivu), HBM (Maniema), MALI (Maniema), Radio Maendeleo (South Kivu), Securitas Congo (Orientale), and UWAKI (Maniema).[130] There are also many important human rights networks in DRC including REPRODOC (North Kivu) and RADHOSKI (South Kivu).

There are numerous international organizations directly working in DRC and/or supporting national organizations. Among the international groups are the American Bar Association, Human Rights Watch, Amnesty International, ActionAid International, Global Rights, Lawyers Without Borders, and Oxfam Great Britain. Many United Nations organizations are also involved, including MONUSCO's Human Rights Section, UNICEF, UNFPA, and UNHCR. Important assistance for human rights work in DRC comes from the United States, including USAID[131] and NED.[132] The European Union also provides funding for human rights work in DRC.[133]

[129]U.S. Government Accountability Office, "The Democratic Republic of the Congo: Major Challenges Impede Efforts to Achieve U.S. Policy Objectives; Systematic Assessment of Progress is Needed," GAO-08-562T, March 6, 2008, p. 2.
[130]National Endowment for Democracy, http://www.ned.org/where-we-work/africa/democratic-republic-of-congo, accessed May 1, 2011.
[131]http://article.wn.com/view/2011/04/26/Plan_International_USA_Awarded_127M_USAID_Grant_to_Combat_Do_n/, accessed May 1, 2011.
[132]National Endowment for Democracy, http://www.ned.org/where-we-work/africa/democratic-republic-of-congo, accessed May 1, 2011; http://www.sourcewatch.org/index.php?title=National_Endowment_for_Democracy:_Grants_By_Country#Democratic_Republic_of_Congo, accessed May 1, 2011.
[133]European Union, "République Démocratique du Congo—Communauté européenne; Document et stratégie pays et Programme indicatif du 10e FED, 2008–2013," 2009, p. 25.

International funding for human rights work in DRC is difficult to quantify because it is included in many different sectors, including emergency response, sexual violence, security sector reform, judicial reform, and education. The UN Office for the Coordination of Humanitarian Affairs' (OCHA) 2011 Humanitarian Action Plan classifies human rights funding under the category of "Protection," referring to the protection of civilians, including vulnerable populations such as children and displaced persons. For 2011, the Protection Cluster has requested $49.8 million for accomplishing its objectives.[134] For 2010, the Protection Cluster received only $26.1 million, or 37 percent of the $87.8 million it had requested to meet basic needs.[135] Table 23 provides a summary of HAP's requests for the Protection Cluster for each province covered by this report.

Table 23: HAP Protection Cluster request, 2011

Province	Budget request (millions)
Maniema	$2.8
North Kivu	$10.7
Orientale	$5.6
South Kivu	$10.6
Total	**$29.7**

[134]OCHA, "Humanitarian Action Plan 2011," Kinshasa, 2011, p. 4.
[135]OCHA, "Humanitarian Action Plan 2011," Kinshasa, 2011, p. 8.

Dangers for human rights activists

Human rights activists in DRC face many dangers, including threats, physical intimidation, violence, and death. In addition to activists, anyone who monitors or publicizes human rights violations is at risk, including journalists, leaders of civil society and religious groups, and the proverbial man (or woman) on the street. The UN Secretary-General's February 2011 report highlights several current problems:

> New threats and acts of violence were perpetrated against human rights defenders, journalists and political opponents. On 29 September [2010], two members of the human rights association Toges Noires who had been present at the arrest of a man accused of having thrown rocks at a presidential convoy in Kinshasa were taken into custody. They were released on 4 and 6 October, respectively, while the arrested man died in detention at a military camp in Kinshasa. Investigations by Congolese authorities into the circumstances of his death have made little progress. On 12 October [2010], the Government lifted the suspension of Radio France Internationale signals throughout the Democratic Republic of the Congo that it had imposed on 26 July 2009.[136]

In addition to these problems, the well-publicized case of the murder of a prominent human rights activist remains unresolved, as stated in the United Nations Security Council report:

> On 12 November [2010], the trial in the case of the killing, on 2 June, of human rights activist Floribert Chebeya Bahizire of the Congolese non-governmental organization [La] Voix des Sans Voix [Voice of the Voiceless] and the disappearance of his driver, Fidèle Bazana Edadi, began before a military court in Kinshasa. Five of the eight accused Police nationale congolaise officers appeared at the trial's first hearing. The whereabouts of the three others is unknown, and they are expected to be tried in absentia. The Congolese investigation into the case continues. The former Inspector General of the Police nationale congolaise, John Numbi, with whom Mr. Chebeya had an appointment on the eve of his death, remained suspended from his duties. Mr. Numbi has not been indicted in connection with this case, but he has appeared before the Court as a witness.[137]

[136]United Nations Security Council, "Report of the Secretary-General on the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo," S/2011/20, January 17, 2011, § 46.
[137]United Nations Security Council, "Report of the Secretary-General on the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo," S/2011/20, January 17, 2011, § 47.

Another example concerns the group Justice Plus in Bunia (Ituri district, Orientale province). This human rights group started in the 1990s and monitored the many human rights abuses that took place during the wars in Ituri. Its founder and several other key staff fled for their lives in the early 2000s because local rebel groups suspected the activists were providing information to investigators from the International Criminal Court.

The consequences for speaking out in DRC can be severe, yet it is a testament to the spirit of hope and the courage of the Congolese people that there are so many advocates who continue to be the voices for the voiceless.

Media

The media sector in eastern DRC faces many challenges, but also many opportunities. The most popular form of media is radio, but there are also television stations, newspapers, magazines, and websites. Government officials at the local, provincial, and national levels have been stepping up their repression and intimidation of journalists in advance of the November 2011 national elections,[138] but independent professional journalists continue to try to improve this sector and expand its role in social and political development in the DRC.

The media outlets in eastern DRC are summarized in Table 24. Few people have access to televisions or TV broadcasts; politicians or businessmen privately own the few stations that broadcast. Community radio stations, run by NGOs, private individuals, and religious institutions, dominate radio. As with television, some radio stations are privately owned. There is not a culture of reading newspapers in eastern DRC, due in part to low literacy rates but also tied to the difficulties of printing and the relatively high cost of print media and distribution.[139]

Table 24: Media outlets in eastern provinces of DRC[140]

	Orientale province	**South Kivu** province	**North Kivu** province	**Maniema** province
Television	1	4	4	2
FM radio	48	29	26	22
Print media	2–3	3	1	0

[138]The Congolese organization Journalists in Danger—a National Endowment of Democracy grantee—has called attention to the increasing repression. See http://www.jed-afrique.org/en/, accessed May 19, 2011; and Committee to Protect Journalists, Attacks on the Press 2010—Democratic Republic of Congo, February 15, 2011, http://www.unhcr.org/refworld/docid/4d5b95d324.html, accessed April 16, 2011.
[139]Print media generally costs $1 to $2.50, which puts it out of reach for most of eastern Congo's poor.
[140]These numbers reflect information obtained during fieldwork in 2011, but differ from other presentations, such as information contained in Marie Soleil Frère "Paysage médiatique congolais, états des lieux, enjeux et défis," October 2008; Claude Kabemba, "The State of the Media in the Democratic Republic of the Congo," EISA Occasional Paper No. 30, March 2005.

The majority of news and entertainment sources are based in the capital, Kinshasa, which in itself has 87 localized radio stations, some with a bandwidth of only 10–15 miles. A USAID-funded study of the media in 2008 found 341 radio stations, 82 TV stations, and more than 600 sporadic print publications across the DRC.[141]

Radio

The two primary radio stations operating in eastern DRC are RTNC and Radio Okapi. RTNC (Radio télévision nationale congolaise) is government owned, with its headquarters in Kinshasa. Although RTNC has stated it will include various political viewpoints in its reporting, in reality, the station serves as a mouthpiece for the ruling PPRD political party of President Joseph Kabila. Radio Okapi is a joint project of the United Nations and the Hirondelle Foundation (Belgium).[142] Radio Okapi has a professional, well-paid, and well-supported staff. While the station provides more balanced reporting than many other outlets, some have criticized Radio Okapi for its lack of in-depth coverage and analysis, and its apparent unwillingness to tackle tough political issues, including malfeasance by government officials and members of MONUSCO. Politicians or their family members own many private radio stations.[143]

Television

Of the 82 TV stations registered in DRC, 51 operate in Kinshasa.[144] The government operates two channels (RTNC 1 and 2), and, as with radio, many TV stations are owned by politicians.[145] Television has a limited audience in eastern DRC due to the overall poverty of the population, lack of reception, and lack of electricity. In larger towns and cities, viewership is higher due to the fact that some people, hotels, and restaurants have satellite dishes.

Internet

Anecdotal and observational evidence suggests Internet access in eastern DRC is increasing, although there is a dearth of hard facts and statistics. Larger towns and cities have cybercafes, but access to the Web is generally very slow and limited by power outages. The introduction of the phone modem has increased Internet access for those wealthy enough to buy one (price approximately $70 plus airtime). Some websites covering events in eastern DRC include Radio Okapi, Beni-Lubero Online, and Digital Congo.[146]

Print

There are few newspapers or magazines in eastern DRC. MONUSCO has a cadre of journalists writing for its news service, but the few print outlets that exist in eastern DRC employ only a few journalists. One of the notable newspapers is *Les Coulisses*, published in Beni (North Kivu). While *Les Coulisses* publishes regularly (about six times a year), many other newspapers and magazines are infrequently published, perhaps once or twice a year. Even where there are print media—such as in Kisangani, Bunia, Beni and Goma—newspapers and magazines are difficult to find. They are not widely available in shops, there are no newsstands, and no sellers are hawking them on the street. This is in contrast to Kinshasa and other regional cities such as Kampala (Uganda) and Kigali (Rwanda), where newspapers are widely available.

[141] Marie Soleil Frère "Paysage médiatique congolais, états des lieux, enjeux et défis," October 2008, p. 5.
[142] http://radiookapi.net/, accessed April 24, 2011.
[143] Marie Soleil Frère "Paysage médiatique congolais, états des lieux, enjeux et défis," October 2008, pp. 19–20.
[144] Marie Soleil Frère "Paysage médiatique congolais, états des lieux, enjeux et défis," October 2008, p. 26.
[145] Marie Soleil Frère "Paysage médiatique congolais, états des lieux, enjeux et défis," October 2008, p. 29.
[146] Radio Okapi, http://radiookapi.net, www.benilubero.com, www.digitalcongo.net, accessed May 14, 2011.

Challenges

There are many challenges to the operation of a free and fair media sector in eastern DRC.[147] These include:

- **Lack of freedom of speech.** The prevailing social and political cultures in eastern DRC discourage free and open discussion in the media. The pressures on journalists are both local and national. The U.S. State Department's 2010 report on human rights in DRC notes several cases where journalists who criticized local politicians were arrested or attacked.[148] In addition, the State Department noted: "The law provides for freedom of speech and of the press; however, the government restricted these rights in practice, and freedom of the press declined during the year. The government intimidated journalists and publishers into practicing self censorship."[149]
- **Lack of professionalism.** Many practicing journalists were not trained for this profession. They do not adequately research stories, protect sources, verify information, or prepare accurate and objective reports. Some groups in eastern DRC provide professional training for journalists (e.g., Search for Common Ground, the Institute for War and Peace Reporting, and Radio Bolingo); however, short trainings have reportedly had little sustained impact on the professionalism among eastern DRC's journalists.
- **Corruption.** It is a widely known—and widely accepted—practice for journalists to receive money or other benefits in exchange for reporting specific information requested by the funder. While some bribery is relatively benign, such as promotion of a new business, other corruption is employed by political or economic elites for cynical ends.
- **Poor salary.** Many journalists are poorly paid or not paid at all. This reflects the difficulty many media outlets face in paying for their operations; the costs of operating are particularly difficult for radio stations in rural areas, which have little access to equipment, poor ability to repair equipment, and a lack of power to broadcast. The lack of salary is connected to the problem of corruption, although even well-paid journalists are reportedly susceptible to graft. Table 25 summarizes the average monthly pay of radio journalists in Kisangani (Orientale province).
- **Lack of appropriate transport.** The collection of information requires mobility, but most outlets lack their own means of transport.

[147] For more information, see USAID, "Request for Application (RFA) Number SOL-660-10-000006—Media Sector Development Program (MSDP) in the DRC," April 28, 2010, pp. 19–26.
[148] U.S. Department of State, "Democratic Republic of the Congo," 2010 Country Report on Human Rights Practices, April 8, 2011, pp. 50–54.
[149] U.S. Department of State, "Democratic Republic of the Congo," 2010 Country Report on Human Rights Practices, April 8, 2011, p. 50.

Table 25: Monthly pay of radio journalists in Kisangani, 2008[150]

Monthly pay (USD)	Number of journalists	Percentage of total
1–6.60	4	5.3
10–17	5	6.6
30–45	21	27.6
50–80	22	28.9
100–150	12	15.8
200–300	3	3.9
800–1,500	9	11.8
Total	**76**	

As the November 2011 elections approach, there is growing concern that politicians from various parties will use media outlets under their control to promote personal campaigns. Even independent-minded journalists may not be able to resist the bribes—or ignore the threats—of powerful political or economic interests. Indeed, the recent arrest and detention of a journalist in Kasaï-Occidental province is significant as a message to other journalists of the dangers they may face in criticizing government officials during the election campaign.[151]

Sector funding

Media sector donors in DRC coordinate through the Groupe Inter-Bailleur Médias (GIBM), chaired by representatives of the French embassy. This agency is in Kinshasa and has little influence in eastern DRC. According to USAID and the GIBM, donors have identified five areas of intervention: (1) technical infrastructure, (2) professional training capacities, (3) media-sector community groups, (4) the legal enabling environment for free media, and (5) media business management and economic self-sustainability.

According to a 2010 USAID request for applications (RFA) for media sector development in DRC, several institutions provide funding for media development in DRC (Table 26).

[150] Association Radio Bolingo, "Les conditions socio-professionelles des journalistes dans les médias de Kisangani," February 2009, p. 42.
[151] Reporters without Borders, "Journalist freed on bail after three days in pre-trial detention," April 12, 2011, http://www.rsf.org/republique-democratique-du-congojournalist-imprisoned-in-tshikapa-12-04-2011,40018.html, accessed April 24, 2011.

Table 26: International institutions supporting the media sector in DRC[152]

Institution	Average
France Coopération Internationale (FCI)	The largest media development program with funding from the UK Department for International Development (DFID), the Swedish International Development Cooperation Agency (SIDA), and the French government; $24.4 million over five years, which includes support for Radio Okapi, the professionalization of journalists, and the development of media sector viability
Wallonie-Bruxelles International (WBI)	Engaging parliamentarians to improve media sector legislation, creating safe conditions for free press
Institut Panos Paris	Supporting media monitoring offices and promoting free press
Hirondelle Foundation	Providing technical and financial support for Radio Okapi and working on programs that will enable the station to be economically viable after a potential UN pullout
USAID[153a]	Five-year support for Internews to support community radio stations, enhance the professionalism of journalists, and to improve media laws and regulations[153b]
Other active funders include: Switzerland, the Netherlands, European Union, Irish Aid, Canada, the U.S. State Department (DRL and PAO), the National Endowment for Democracy (NED), and various religious organizations	Supporting community media outlets through technical and financial support

[152] USAID, "Request for Application (RFA) Number SOL-660-10-000006—Media Sector Development Program (MSDP) in the DRC," April 28, 2010.
[153a] USAID supports media sector work in Bandundu, Katanga, Maniema, and South Kivu provinces.
[153b] Internews, http://www.internews.org/prs/2011/20110214_drc.shtm, site accessed May 14, 2011.

Microfinance and Small-Business Development

Microfinance is the provision of small loans, savings, and other financial services to people who can use the money to create their own jobs and start or support small businesses. The goal of microfinance is to enable people to raise their incomes and improve their standard of living. As of September 2009, there were approximately 230 microfinance institutions with 478,000 active customers in the Democratic Republic of the Congo.[154] Interestingly, the number of customers involved with microfinance groups more than doubles the 200,000 people believed to have bank accounts in DRC.[155]

Types of microfinance in eastern DRC

There are several types of microfinance in eastern DRC, ranging from formal, regulated activities involving loans of money, to local structures of mutual support that provide monetary or material support. This section briefly describes the structures of microfinance that exist in eastern DRC. Table 27 summarizes some of the main organizations working on microfinance in DRC.

Microfinance institutions (MFIs). MFIs are formal institutions that provide loans, savings, and other basic financial services. MFIs work like banks in terms of evaluating the loan request and the likelihood of repayment, but they provide smaller loans. There are numerous MFIs in eastern DRC, which distribute small sums (several hundred dollars or less) to individuals. Some prominent institutions in the Kivu provinces are:

- Founded in 1996 in Bukavu, PAIDEK (Programme d'appui aux initiatives de développement économique du Kivu) provides microfinance in North Kivu (Butembo and Goma) and South Kivu (Uvira, Bukavu, and Katana). In 2009, PAIDEK had 10,835 active borrowers, with an average loan size of $170.[156]
- TGD (Tous pour le genre dans le développement) provides microfinance to the families of teachers in South Kivu. As of April 2009, TGD had provided loans averaging $203 to 407 people.[157]
- CAPES (Centre d'appui pour la promotion économique et sociale) provides microloans in South Kivu; in 2005 it had 540 active borrowers, with an average loan balance of $154.[158]

There are also networks of MFIs, such as RAMIF N-K (Réseau des acteurs en microfinance au Nord Kivu), which formed in 2006 with support from USAID and Hekima (World Relief's microfinance program in DRC).[159] Table 27 lists various international actors involved in microfinance and banking in DRC.

[154]La Microfinance, http://www.lamicrofinance.org/resource_centers/rdc/profilrdc12, accessed April 30, 2011.
[155]SOS Faim, "PAIDEK, an MFI resistant to crises," Zoom Microfinance, No. 31, September 2010, p. 3.
[156]Mix Market, http://www.mixmarket.org/mfi/paidek, accessed April 29, 2011.
[157]SOS Faim, http://www.sosfaim.org/pages_lu/TGD,149?lang=en, accessed April 30, 2011.
[158]Mix Market, http://www.mixmarket.org/node/2779/data/101838/portfolio_report_usd.exchange_differences_on_impairment_loss, accessed April 30, 2011.
[159]World Relief, http://worldrelief.org/Page.aspx?pid=1697, accessed April 29, 2011.

Cooperatives. Known in DRC as COOPECs (Les coopératives d'épargne et de crédit), these cooperatives provide small loans based on the amount of money the person has on deposit with the cooperative. There are numerous COOPECs in eastern DRC, though they tend to be concentrated in major towns, and therefore are inaccessible to many rural populations. Cooperatives in eastern DRC include MECRECO (Mutuelle d'epargne et de crédit du Congo), COOPEC Kalundu, COOPEC Butembo, COOPEC Nyawera, and COODEFI (Coopérative financière et de développement économique).

CBOs. There are many community-based organizations (CBOs)—some of which are highlighted in this report—that engage in various forms of microfinance. While many groups provide small cash grants to individuals or associations, other CBOs use seeds or animals (especially goats and rabbits) as the means of microfinance, requiring payment in kind. CBOs have used financial and material assistance for many purposes, such as to help rural farms improve their food security, to help survivors of sexual violence reintegrate into their families and communities, or to help ex-combatants transition to a new life and livelihood.

MUSOs. Mutuelles de solidarité (MUSOs) are a new form of financial organization in eastern DRC. MUSOs started in the Kivus, and are based on a system of autonomy, solidarity, and capitalism. Essentially, a small group of people who generally live in the same community makes a regular contribution (weekly or monthly) to a fund. The group decides the amount of the contribution and its frequency. For example, people may contribute as little as $0.55 (500 Congolese francs) per week, or several dollars per month; the amount depends on the community and its relative wealth. The members establish a committee to manage the fund, and people can request small loans based on need. The money can be used for any purpose, such as paying hospital bills or school fees, or for starting a small business. MUSOs do not register with the government and are therefore not officially regulated; however, they are based on the principle of solidarity, and so have social and economic benefits for members. People who borrow money must repay it within a set period of time. Some MUSOs receive financial backing from community-based groups, such as LIDE in Butembo and ADIKIVU in South Kivu.

Likelemba. Like MUSOs, likelembas are informal financial networks based on personal ties; however, there are several differences between the two. People who form a likelemba generally share the same profession; for example, small business owners or farmers. The members set up their own rules, but generally they pool a set amount of money at a regular interval (weekly or monthly). When the money is pooled, one person receives the entire sum and can use it for any purpose (supporting a business, shopping, etc.). No repayment is required. Likelemba is a form of rotational credit based on social ties and trust, and is not regulated by the government.

Table 27: Banking and microfinance groups in DRC

Organization	Role in microfinance	Presence in eastern DRC
Access Bank[160]	None	Yes
Advans Banque Congo[161]	Microloans and savings	No
BCDC[162]	None	Yes
BIAC Bank[163]	None	Yes
BIC Bank	None	Yes
CAPES[164]	NGO providing microloans	Yes
CEFORMAD[165]	Training for microfinance groups	No
FINCA[166]	Microloans and savings	No
GAMF[167]	Network of microfinance groups	Yes
GEMIFIC[168]	Capacity-building for microfinance groups	No
Hekima[169]	Trains and supports MFIs and provides microloans	Yes
IMF HOPE RDC[170]	Microloans and savings	No
PAIDEK[171]	Microloans and savings; supports small MFIs	Yes
ProCredit Bank[172]	Microloans and savings groups	No
Protestant University of Congo (UPC)[173]	Research on microfinance	No
RAMIF N-K[174]	Network of microfinance groups in North Kivu	Yes
RIFIDEC[175]	Network of microfinance groups	Yes
TGD[176]	Provides microloans for teachers' families	Yes
Trust Merchant Bank	Microloans and savings	No

[160]Access Bank, http://www.accessbankplc.com/cd/default.aspx, accessed May 13, 2011.
[161]Part of the multinational Advans group, Advans Banque Congo is based in Kinshasa, has 5,551 clients, and its borrowers have an average outstanding loan size of $1,645. http://www.advansgroup.com/index.php?id=353, accessed April 29, 2011.
[162]Banque Commerciale du Congo, http://www.bcdc.cd/En/Contenu.php?Rub=Banque, accessed April 30, 2011.
[163]BIAC Bank, http://www.biac.cd/, accessed May 13, 2011.
[164]Centre d'appui pour la promotion économique et sociale.
[165]Centre de formation en management et développement organisationnel, http://www.ceformad.org/, accessed April 30, 2011.
[166]FINCA is an organization based in Washington, D.C., that focuses on microfinance in poor countries. FINCA DRC does not work in eastern Congo, but it has more than 61,000 clients in western and southern DRC, with an average loan of $310 per client. http://www.finca.org/site/c.6fIGIXMFJnJ0H/b.6088539/k.1190/Democratic_Republic_of_the_Congo.htm, accessed April 29, 2011.
[167]Groupe d'acteurs de microfinance du Kivu.
[168]Groupe d'expertise en microfinance au Congo, http://www.gemific.com/, accessed April 30, 2011.
[169]World Relief, http://worldrelief.org/Page.aspx?pid=1697, accessed April 29, 2011.
[170]HOPE International is an organization based in Lancaster, PA, that engages in "Christ-centered microfinance." It has 7,700 clients, with an average loan size of $172. http://www.hopeinternational.org/site/PageServer?pagename=work_countries_congo, accessed April 29, 2011.
[171]SOS Faim, "PAIDEK, an MFI resistant to crises," Zoom Microfinance, No. 31, September 2010.
[172]ProCredit Bank has offices in Kinshasa, Matadi, and Lubumbashi. http://www.procreditbank.cd/, accessed April 30, 2011.
[173]Protestant University of Congo, http://www.upc-rdc.cd/, accessed April 30, 2011.
[174]Réseau des acteurs en microfinance au Nord Kivu.
[175]Regroupement des institutions du système de financement décentralisé du Congo, http://www.rifidec.org/, accessed April 30, 2011. See also GTZ, "Promotion of the Private Sector and Civil Society, Focus on Microfinance Component, Democratic Republic of Congo (DRC)," 2009.
[176]Tous pour le genre dans le développement.

Table 28: International funders and supporters of microfinance in DRC

Organization	Activity	Supporting groups in eastern DRC
ACDI-CIDA[177]	Supports government inspectors and finances GEMIFIC; formerly supported microfinance for women[178]	No
European Commission[179]	Supports microfinance projects and the sector	Yes
GiZ (formerly GTZ)	Supported creation of RIFIDEC; supports microfinance projects	Yes
INAFI[180]	International microfinance network with one partner (COOPEC, Kalundu) in Uvira, South Kivu	Yes
Kiva[181]	Supports IMF, HOPE, RDC, and Hekima	Yes
Main[182]	International network that includes 10 Congolese groups	Yes
SOS Faim[183]	Supports 5 organizations working on microfinance and/or development	Yes
Terrafina[184]	Supports Hekima, PAIDEK, and GAMF	Yes
Trias[185]	Partners with local NGOs providing microfinance and technical support	No
UNDP[186]	Supports development of microfinance groups and the sector[187]	Yes
USAID	Supports microfinance projects and the sector	Yes

[177]Agence canadienne de développement international, http://www.acdi-cida.gc.ca/home, accessed April 30, 2011.
[178]ACDI-CIDA, http://www.acdi-cida.gc.ca/cidaweb/cpo.nsf/fWebCSAZEn?ReadForm&idx=01&CC=CD, accessed April 30, 2011.
[179]European Community, http://ec.europa.eu/europeaid/where/acp/country-cooperation/congo-democratic-republic/congo_en.htm, accessed April 30, 2011.
[180]International Network of Alternative Financial Institutions, http://www.inafiinternational.org/inafi_africa_members.html, accessed April 30, 2011.
[181]Kiva, http://www.kiva.org/partners, accessed April 30, 2011.
[182]Microfinance African Institutions Network, http://www.mfiain.org/detail.php?id=39&tab=pays_membre&py=RDC, accessed April 30, 2011.
[183]SOS Faim, http://www.sosfaim.be/, accessed April 30, 2011. In 2009, SOS Faim provided 1,039,733 Euros ($1,539,794 in 30 April 2011 dollars) to five groups in DRC: PAIDEK, CENADEP, GAMF, TGD, and AK-CRONGD. SOS Faim Belgique and SOS Faim Luxembourg, "Agir avec le Sud: Rapport d'activités 2009," 2010, pp. 6, 11.
[184]Terrafina, http://www.terrafina.nl/site/en/doc_blank.phtml?p=congo-drc, accessed April 30, 2011.
[185]Trias, http://www.triasngo.org/trias-worldwide/dr-congo/, accessed April 30, 2011.
[186]UNDP, http://www.cd.undp.org/, accessed April 30, 2011.
[187]UNDP, http://www.cd.undp.org/projet.aspx?titre=Promotion%20de%20la%20Micro-Finance&projetid=4&theme=2, accessed April 30, 2011.

Benefits of microfinance

Microfinance is a way for people with small incomes and little or no savings to obtain funds that can help them personally or professionally. Discussions about microfinance often focus on people using the money to start or expand small businesses, but there are important social benefits of microfinance. Elevation in income can bring livelihood and food security, which can improve conditions for a household and elevate a person socially within his or her community. In addition, microfinance can help vulnerable populations, such as at-risk youth or ex-combatants, to successfully integrate into their communities, both economically and socially. Microfinance can also help survivors of sexual violence with socioeconomic reintegration into their families and communities. A representative of HEAL Africa, a hospital in Goma (North Kivu), noted: "A lot of families here are in such dire need that they are actually more inclined to accept the woman back into the household when there is an economic incentive for it."[188]

Problems with microfinance

Microfinance is sometimes billed as the solution to poverty, but it has limits. As with any form of financial loan, a certain percentage of people default. In well-run microfinance institutions, the rate of default is comparable to that in larger banks and institutions (a few percent). The small amount of loans also limits their ability to enable people to expand their business and escape poverty. This is particularly the case in rural areas, where there are no large banks within hundreds of miles that could provide larger credit lines to growing businesses.

Another problem lies in the collapse of microfinance institutions, either because of mismanagement or by design. In Bunia (Ituri district, Orientale province), many people lost money when a microfinance institution called CCR (Crédit congolais pour la reconstruction) closed, reportedly because the directors used people's savings for their own purposes. Many people in Bunia now distrust microfinance institutions, and will only deposit their money in banks that are national or international; however, these large banks (such as BIC and BIAC) generally do not engage in microfinance. Other cooperatives and banks that existed in eastern DRC but have failed include Tontine (Bukavu), Deutch (Goma), COOPEC Gala Letu (Goma, Bukavu), COOPEC CECREAM (Goma, Bukavu), COOPEC Tujenge Pamoja (Goma, Butembo), La Cruche bank (Kivus, Ituri), and Banque Congolaise (national).

[188] Jina Moore, "Can microfinance programs heal rape victims in Congo?" The Christian Science Monitor, October 20, 2010, http://www.csmonitor.com/World/Africa/Africa-Monitor/2010/1020/Can-microfinance-programs-heal-rape-victims-in-Congo, accessed April 29, 2011.
[189] Nuno Santos, "Financing small, medium, and micro-enterprises in post conflict situations: Microfinance opportunities in the Democratic Republic of the Congo," OECD Development Center, 2003, pp. 6–7.
[190] Nuno Santos, "Financing small, medium, and micro-enterprises in post conflict situations: Microfinance opportunities in the Democratic Republic of the Congo," OECD Development Center, 2003, p. 9.
[191] KFW, "Entrepreneurs' Challenges to Access Credit in the Democratic Republic of Congo: Experiences from Financial Cooperation," January 2011, p. 12.
[192] Celestin Kimanuka and Maria Lange, "The Crossing: Small-Scale Trade and Improving Cross-Border Relations Between Goma and Gisenyi," International Alert, 2010, p. 4.
[193] Celestin Kimanuka and Maria Lange, "The Crossing: Small-Scale Trade and Improving Cross-Border Relations Between Goma and Gisenyi," International Alert, 2010, p. 12.

Small business development

Small business is both integral to the economy of DRC and important for post-conflict recovery and development. Small business is important in DRC because, as in other developing countries, these businesses provide employment, are labor intensive (with a lower capital cost being associated to job creation), are better able to succeed in smaller urban and rural areas, and are better able to leverage on and expand local capacities.[189] In a post-conflict situation, small business can also play a key role in efforts to socially and economically reintegrate former combatants into their communities.[190]

The definition of a "small business" in the context of DRC is unclear. One study defined a small business in DRC as having fewer than 20 employees.[191] Another study on cross-border food vendors at the Gisenyi (Rwanda)–Goma (North Kivu) border crossing defined small-scale trade as "commercial activity generating daily transactional revenues of less than $100 per trader."[192]

The small business sector in DRC covers a wide range of activities that involve sale of goods or services. It includes young shoeshine boys who walk the streets looking for business; women sitting at small tables, selling phone credit in denominations of $0.25; and small stalls selling soap, soda, biscuits, and bottled water. It also includes the local hair salon, the corner cigarette vendor, and the woman who sells food at the gold mine. Many people whose primary livelihood is agriculture, animal husbandry, fishing, or mining also engage in small business to supplement their income. The study on cross border trade at Goma (North Kivu) found that only 48 percent of the vendors identified small business as their primary source of income, as shown in Table 29.

Table 29: Distribution of small business traders by primary means of subsistence, Goma-Gisenyi crossing, 2009[193]

Primary means of subsistence in study households	Number of Congolese	% Congolese	Number of Rwandans	% Rwandans	Total number	Total %
Small-scale trade	184	58	303	44	487	48
Salary	81	25	232	34	313	31
Farming	4	1	111	16	115	11
Self-reliance	50	16	38	6	88	9
Livestock	1	0	0	0	1	0
Fraud	0	0	1	0	1	0
Total	**320**	**100**	**685**	**100**	**1,005**	**100**

It is difficult to know the extent to which the Goma study of cross-border traders also applies to other small businesses in eastern DRC. The small number of Congolese traders engaged in farming or raising livestock can be attributed to the urban milieu of Goma, but in rural areast anecdotal and observational evidence suggests that many people operating small businesses have gardens, keep animals, or do other small jobs to support their households.

There is a gendered aspect to small business. Many women engage in small business to support their families in the absence of strong support from men, who are known to spend money on themselves rather than putting their families first. The study of cross-border traders in Goma showed that 86 percent of those crossing from Goma to Gisenyi are women.[194] While a national statistic suggests 70 percent of women are primarily engaged in agriculture and only 25 percent primarily engaged in commerce,[195] in rural areas many women supplement their agricultural activities by engaging in petty commerce.

The small business sector is largely informal; i.e., activities are not formally registered or regulated by the state. In Orientale province, the Ministry of Planning estimates that 90 percent of all business is informal.[196] Being an informal business does not mean the business owner pays no taxes; in fact, it is quite the opposite. For example, 90 percent of the cross-border traders at Goma pay taxes on the DRC side.[197]

There are a number of obstacles to the development of the small business sector in DRC. DRC is a difficult place to do business in general, which presents even greater challenges for small businesses. For ease of doing business in 2011, the World Bank has ranked DRC 175 out of 183 countries.[198] While World Bank business indicators on DRC largely pertain to medium and large enterprises with the means to build a warehouse or ship a container, they also highlight the obstacles small businesses face in trying to grow and expand (Table 30).

[194]Celestin Kimanuka and Maria Lange, "The Crossing: Small-Scale Trade and Improving Cross-Border Relations Between Goma and Gisenyi," International Alert, 2010, p. 14.
[195]SIDA, "The Democratic Republic of Congo: Country Gender Profile," September 2009, p. 36.
[196]Province Orientale, Planning Ministry, "Plan de Retour pour la Relance Economique et le Developpement Humain Durable Province Orientale," Kisangani, January 2011, p. 41.
[197]Celestin Kimanuka and Maria Lange, "The Crossing: Small-Scale Trade and Improving Cross-Border Relations Between Goma and Gisenyi," International Alert, 2010, p. 21.
[198]The World Bank and the International Finance Corporation, "Doing Business 2011, Democratic Republic of Congo: Making a Difference for Entrepreneurs," 2011, p. 2.

Table 30: Business indicators in DRC, 2011[199]

Starting a business	Procedures (number)	10
	Time (days)	84
	Cost (% of income per capita)	735.1
Dealing with construction permits	Procedures (number)	14
	Time (days)	128
	Cost (% of income per capita)	2,692.2
Getting credit	Strength of legal rights index (0–10)	3
Paying taxes	Payments (number per year)	32
	Time (hours per year)	336
	Profit tax (%)	58.9
	Labor tax and contributions (%)	7.9
	Other taxes (%)	272.9
	Total tax rate (% of profit)	339.7
Trading across borders	Documents to export (number)	8
	Time to export (days)	44
	Cost to export (USD) per container	3,505
	Documents to import (number)	9
	Time to import (days)	63
	Cost to import (USD) per container	3.735
Enforcing contracts	Procedures (number)	43
	Time (days)	625
	Cost (% of claim)	151.8
Closing a business	Recovery rate (cents on the dollar)	1.1
	Time (years)	5.2

In addition to institutional and regulatory barriers to small business development, management practices and social drivers pose significant limitations. Many business owners pursue several business activities at once in order to maximize profits and shield them from risk; however, this limits enterprise development and discourages lenders from providing finance.[200] Another barrier is the social expectation that an entrepreneur will provide for an extended family. Indeed, "Family pressure may lead the entrepreneur to pursue the objective of satisfying the bigger family with his company, instead of developing and growing it."[201] In addition, the lack of a tradition of inheritance in DRC "can be interpreted as the absence of an incentive for an entrepreneur to organise the continuation of his company after his death and consequently to exercise long-term business planning."[202]

[199]The World Bank and the International Finance Corporation, "Doing Business 2011, Democratic Republic of Congo: Making a Difference for Entrepreneurs," 2011, pp. 3–4.
[200]KFW, "Entrepreneurs' Challenges to Access Credit in the Democratic Republic of Congo: Experiences from Financial Cooperation," January 2011, pp. 10–11, 13–14.
[201]KFW, "Entrepreneurs' Challenges to Access Credit in the Democratic Republic of Congo: Experiences from Financial Cooperation," January 2011, p. 16.
[202]KFW, "Entrepreneurs' Challenges to Access Credit in the Democratic Republic of Congo: Experiences from Financial Cooperation," January 2011, p. 17.

Another obstacle for small businesses is the poor state of infrastructure. The lack of adequate roads limits the transportation of goods, particularly in rural areas. This limits both the delivery of goods to markets and the provision of consumer goods to rural areas. In areas that are difficult to access, prices for basic commodities are high, particularly now with the increase in petroleum prices [see Maniema province and Ango town (Orientale) reports].

Another major barrier for small business development is lack of access to credit. There is a great demand for credit among small businesses, but also a reluctance to seek credit through formal institutions because of fears about unwanted government attention (especially for groups in the informal sector) and misinformation about financial institutions and their practices.[203] On the supply side, financial institutions are reluctant to extend credit for a variety of reasons, including the management problems and social drivers listed above.[204]

Although the number and coverage of MFIs have vastly increased in eastern DRC, women generally receive less in credit than do men, limiting women's abilities to grow their businesses.[205] Small businesses that engage in exports may also face significant difficulties in accessing foreign markets. The Goma–Gisenyi study, discussed above, shows the ease with which trade happens at borders, but it is much more difficult for small-businesswomen and men to reach markets in Europe, Asia, or the United States.

There are two Kinshasa-based organizations that promote small business development. The larger is the Confederation of Small and Medium Sized Congolese Enterprises (COPEMECO);[206] the other is the National Federation of Artisans, Small and Medium Sized Congolese Enterprises (FENAPEC).[207] These groups have minimal involvement in eastern DRC, and particularly in rural areas of the east.

There is a dearth of reliable information about the importance of small businesses for the overall economy of DRC. Small businesses are generally found in the agriculture, commercial, and services sectors of the national economy. Table 31 provides an overview of the main activities in DRC's economy.

[203]KFW, "Entrepreneurs' Challenges to Access Credit in the Democratic Republic of Congo: Experiences from Financial Cooperation," January 2011, pp. 5–6.
[204]KFW, "Entrepreneurs' Challenges to Access Credit in the Democratic Republic of Congo: Experiences from Financial Cooperation," January 2011, pp. 6, 17.
[205]Celestin Kimanuka and Maria Lange, "The Crossing: Small-Scale Trade and Improving Cross-Border Relations Between Goma and Gisenyi," International Alert, 2010, pp. 37–38.
[206]Catherine Ragasa, Suresh C. Babu, and John Ulimwengu, "Institutional and Capacity Challenges in Agricultural Policy Process: The Case of the Democratic Republic of the Congo," IFPRI Discussion Paper 01066, February 2011, pp. 16, 17.
[207]FENAPEC, http://www.fenapec.cd/info2.htm, accessed May 14, 2011; Cf. International Labor Organization, http://www.ilo.org/public/french/region/afpro/kinshasa/country/drc.htm, accessed May 14, 2011.

Table 31: Distribution of GDP by sector, DRC 2008 (percent, estimated)[208]

Primary sector	Agriculture, forestry, livestock, fishing, hunting	34.7
	Mining	13.4
Secondary sector	Manufacturing	4.0
	Construction and public works	8.0
	Electricity	0.6
Tertiary sector	Wholesale and retail trade	20.8
	Transport and communications	6.1
	Trade and commerce	6.0
	Public administration and other services	1.9
GDP at factor cost		97.1
Import duties and taxes		2.9

[208]International Monetary Fund, "Democratic Republic of the Congo: Statistical Appendix," IMF Country Report No. 10/11, January 2010, p. 7.

Security Sector Reform and Impunity

The need to reform the security sector in the Democratic Republic of Congo is universally recognized, but the obstacles to progress are so entrenched and vast that real reform may prove elusive. There have recently been modest steps toward ending the impunity that security forces in DRC have long enjoyed, though it remains to be seen whether the culture of impunity is changing, or whether some sacrificial lambs have been offered up to pacify the international community. This section surveys some broad themes in security sector reform and impunity in DRC.

Security Sector Reform (SSR)

The security sector in DRC includes the military and police forces. There are efforts underway to reform both components of DRC's security sector, but results to date are limited and discouraging. Governments and multilateral institutions dominate involvement in SSR, with very little involvement by NGOs. There are a few human rights groups working on the fringes of this sector (such as Securitas, profiled in the Orientale province report), but there are great risks to local groups and individuals that challenge the status quo. This section focuses on efforts to reform the military and the police.

Military reform. The Congolese army is formally known as the Armed Forces of the Democratic Republic of the Congo (Forces armées de la République démocratique du Congo, or FARDC). In 2003, when foreign armies officially left DRC, the Congolese army had approximately 25,000 to 30,000 soldiers. As a result of subsequent integrations of rebel groups, there are now 160,000 to 180,000 service members in the army, air force, and navy.[209] The uncertainty over how many men and women are actually in the military hints at the larger problems existing within this structure and the scale of the challenges faced in reforming this sector. The October 2010 and January 2011 reports from the UN Secretary-General on the UN's Stabilization Mission in the Democratic Republic of the Congo (MONUSCO) noted very limited progress in reforming the military.[210]

Security sector reform is linked to broader efforts to stabilize and reconstruct war-torn parts of DRC. In 2008, the United Nations and key partners developed the UN Security and Stabilization Support Strategy (UNSSSS) to focus efforts in this sector. In June 2009, the Congolese government finalized its Stabilization and Reconstruction Plan for War-Affected Areas (STAREC). STAREC focuses on three components:[211]

- Security and restoration of state authority
- Humanitarian and social assistance
- Economic recovery

STAREC plans have been developed at the provincial level (theoretically with local input on needs and priorities) for Ituri, Haut Uélé, and Bas Uélé districts in Orientale province; North Kivu; South Kivu; Maniema; and North Tanganyika district in Katanga province.

[209]The army is by far the largest branch, so for the sake of simplicity, the Congolese military is referred to as FARDC.
[210]United Nations Security Council, "Report of the Secretary-General on the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo," S/2011/20, January 17, 2011, § 58; United Nations Security Council, "Report of the Secretary-General on the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo," S/2010/512, October 8, 2010, § 55.
[211]The International Security and Stabilization Support Strategy (I-SSSS), "Integrated Programme Framework (IPF), 2009–2012, Democratic Republic of the Congo," January 2010, p. 6.

To support STAREC, the UN and its key partners reworked the UNSSSS into the International Security and Stabilization Support Strategy (ISSSS). ISSSS focuses on four key areas and a cross-cutting component:

- Security
- Political processes
- Restoration of state authority
- Sustainable return and reintegration
- Sexual violence (cross-cutting component)

The United States Government and the Netherlands have together committed more than half the funds for ISSSS through the end of 2011 (Table 32).[212a] Of the $51.3 million allocated for the security program area (Table 33), nearly half ($24 million) is for infrastructure for FARDC (Table 34). Nearly two-thirds of the money will be spent in the Kivus (Table 35).

Table 32: Commitments of major donors to ISSSS, 2009–2011[212b]

Country	Amount (millions, USD)
United States of America	$61.00
Netherlands	$57.30
United Kingdom	$22.75
UN Peacebuilding fund	$20.00
Sweden	$16.77
Belgium	$12.74
Canada	$8.17
Japan	$7.27
Spain	$5.12
European Commission	$4.20
Germany	$2.38
Norway	$1.92
France	$0.46
Total	**$220.08**

[212a]The U.S. government is specifically supporting activities to reintegrate former combatants into their communities, to reconcile communities that had been in conflict, and to prevent conflicts over land and minerals. USAID, "Democratic Republic of Congo: Peace and Stability Office," May 2011.
[212b]"Contributions by executing partners not listed." International Security and Stabilization Support Strategy, "Quarterly Report, January to March 2011," p. 3.

Table 33: ISSSS allocations by program area, 2011[213]

Program area	Committed to projects (millions, USD)
Security	$51.3
Political processes	$3.6
State authority	$80.3
Return, reintegration, recovery	$62.6
Sexual violence	$30.7
Total	**$228.5**

Table 34: ISSSS security objective allocations[214]

Project area	Allocations (millions, USD)
Integration of armed groups	$1.08
FARDC training	$1.51
FARDC infrastructure	$23.94
FARDC military justice	$3.67
DDR for residual combatants	$30.7
MONUSCO logistical support	$4.05
Total	**$51.26**

Table 35: ISSSS allocations by geographic area, 2011[215]

Geographic area	Committed to projects	Spent on projects (millions, USD)
Maniema	$9.7	$3.3
North Kivu	$62.0	$36.1
Ituri (Orientale)	$34.3	$25.8
South Kivu	$86.3	$67.2
Regional and other	$37.9	$16.0
Total	**$230.2**	**$148.4**

There are two major obstacles to reforming the military. The first is systemic, and the second is societal. Both obstacles must be addressed before there is significant progress in this sector.

[213] International Security and Stabilization Support Strategy, "Quarterly Report, January to March 2011," p. 12.
[214] International Security and Stabilization Support Strategy, "Quarterly Report, January to March 2011," p. 14.
[215] International Security and Stabilization Support Strategy, "Quarterly Report, January to March 2011," p. 11.

The systemic problem in the Congolese military relates to its lack of capacities in personnel management and logistics. This deficit covers everything from incomplete knowledge about how many people are actually in FARDC, to inadequate procedures for pay and custody of funds, to a lack of transportation and equipment to support deployments. In many ways, FARDC resembles an 18th-century European army: traveling on foot, obtaining food and revenue from local populations, with thousands of family members following along behind. In late 2010, the Congolese National Assembly "adopted three draft organic laws related to the reform of FARDC—on the general organization of defence; on the organization and functioning of the armed forces, and on the organization, funding and functioning of the Superior Council of Defence—as well as a draft organic law on the police. The draft laws are now to be considered by the Senate."[216]

Part of the reorganization of FARDC involves shifting from an operational to a military region structure. This process started in 2011 in the Kivus, and will create regiments of 1,200 soldiers. North Kivu will have five regiments, but at least one of these (in Masisi) will consist almost entirely of CNDP soldiers, under CNDP officers.

The European Union has been particularly involved in trying to modernize and professionalize the Congolese army. Through its Advisory and Assistance Mission for Security Reform in the Democratic Republic of Congo (EUSEC), the EU has tried to improve the payroll system and to register all current service members and issue them identification cards that include biometric information.[217] The payroll effort has been going on for several years, with very limited success—it is still common for commanders to siphon off their soldiers' pay, and for soldiers to go unpaid or underpaid, which facilitates their notorious predatory behavior. The issuance of identification cards is a new effort focusing on the 8th (North Kivu) and 10th (South Kivu) Military Regions.[218]

The ISSSS is also addressing systemic issues by constructing bases for FARDC. Currently, many FARDC units lack proper facilities; their soldiers reside in local communities and often engage in activities such as extortion and robbery. ISSSS is organizing construction of garrisons to canton troops away from civilian populations, "at a cost of $6–7m per battalion. Numerically, these facilities will cover less than 10% of FARDC elements in the East. Spatially, they represent seven fixed positions in an area of nearly 200,000 km^2, slightly smaller than the United Kingdom."[219]

The second major problem with security sector reform is societal. This relates not only to the culture of corruption that pervades FARDC, but also to the lack of cohesion and the divided loyalties within the force. The corruption is often manifested through illegal checkpoints manned by soldiers, who shake down travelers, and in the extravagant lifestyles of generals and senior officers, who live like kings despite officially making about $100 a month.

Conflicting loyalties within FARDC is a major source of insecurity. Since 2003, more than 100,000 rebels have been integrated into the government army, and many retain loyalties to individual commanders and/or politicians in Kinshasa or their home territory. The way in which rebel groups have recently been integrated into the army has increased the scale of the problem through agree-

[216] United Nations Security Council, "Report of the Secretary-General on the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo," S/2011/20, January 17, 2011, § 24.
[217] Cf. European Union External Action, "EUSEC DR Congo," EUSEC RDC/12, April 2011; United Nations Security Council, "Report of the Secretary-General on the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo," S/2010/512, October 8, 2010, § 15.
[218] International Security and Stabilization Support Strategy, "Quarterly Report, January to March 2011," p. 16.
[219] International Security and Stabilization Support Strategy, "Quarterly Report, January to March 2011," p. 16.

ments allowing rebels to remain in their old areas of operation. The March 23, 2009 agreement that resulted in the integration of the National Congress for the Defense of the People (CNDP) into FARDC was premised on CNDP remaining in the Kivu provinces, which has enabled them to retain their command structure within FARDC and to sustain their predations in the Kivus (see North Kivu province report for more information). Similarly, the 2011 integration of Federal Republican Forces (FRF) rebels into FARDC enables them to deploy after training as two (understrength) battalions to Uvira and Fizi territories in South Kivu. The current policy of maintaining rebel units largely intact and deploying them in their old areas of operation is highly problematic for a number of reasons, including mixed loyalties and the perception of other rebels (e.g., Mai Mai groups) still in the bush that their former enemies are returning with the power of the state behind them.

Bilateral donors have undertaken several small efforts to reform DRC's military. FARDC has signed agreements with Tanzania, Angola, South Africa, Zimbabwe, and other countries for military training. These efforts are fairly limited, with only one or two battalions trained by each partner. The United States has also been engaged in training efforts. Initiated in the final days of the Bush administration, the State Department committed the Department of Defense (DoD) to train a Light Infantry Battalion in Kisangani.[220] The DoD has also provided professional training to Congolese army officers, and sent several Mobile Training Teams "to provide basic leadership training to specialty unit commanders in the functional areas of military police, communications, logistics, engineering and infantry (non-combat training)."[221]

Ultimately, the issue of security sector reform is tied to regional issues. According to senior MONUSCO officials, the fact that CNDP structures have more or less remained intact within FARDC is closely related to Rwanda's interventions in DRC, and to Paul Kagame's rapprochement and deal with Joseph Kabila (see North Kivu province report). These same MONUSCO officials state Rwanda supports the CNDP leadership in its desire to remain in the Kivus, so redeployment of the CNDP to other parts of DRC remains out of the question for the time being. The regional dimension also affects efforts to "right size" the military. There are currently 50,000 to 60,000 FARDC members in the Kivus,[222] yet there are only about 5,000 rebels, most of whom are armed with worn-out equipment or even bows and arrows. There is resistance within FARDC to downsize, however, partly because shadow forces such as CNDP are concerned about a diffusion or loss of their power. According to senior MONUSCO officials, the obstacles to progress include the large size of the Congolese army (FARDC) nationally and in the east, deployment of former rebel leaders and groups who recently integrated into the army to their old spheres of influence, a lack of administrative and political control over the military (especially civilian control), and a lack of meaningful international pressure on the domestic and regional actors who continue to obstruct security sector reform in DRC.

Police reform. The national police in DRC are known as the PNC (Police nationale congolaise). Like FARDC, the PNC has systemic and societal problems that limit its ability to protect and serve the Congolese population. The systemic problems include inadequate facilities in many locations, a lack of weaponry, undersized units, and problems with payment of salaries. The societal problems include corruption at various levels and conflicting loyalties, particularly among those newly integrated from rebel groups.

[220]This training was completed on September 15, 2010.
[221]"U.S. Security Assistance in the DRC," undated.
[222]Several MONUSCO officials speculate the actual size of FARDC in the Kivus is approximately one-third to one-half this number. These officials speculate the large number of troops officially on the payrolls enable some FARDC officers to illegally acquire the so-called "ghost soldiers'" pay.

Current police reform efforts focus on training, creating mixed units, constructing offices and barracks, and securing six priority axes in the Kivus and Ituri. The ISSSS program has allocated more than $25 million for police and security reform (Table 36), but as of April 2011 has spent $36 million total on police reform throughout all ISSSS programs. The training and creation of mixed police units has progressed slowly, hampered by funding and bureaucratic issues in Kinshasa.[223] The construction or rehabilitation of training, administrative, and housing facilities for police has progressed; as part of this, the U.S. State Department's Bureau of International Narcotics and Law Enforcement Affairs (INL) has constructed a police training facility near Bunia (Ituri), and has rehabilitated police structures in Kasenyi, on Ituri's Lake Albert shore.[224]

Table 36: ISSSS budget for restoration of state authority[225]

Project	Amount (millions, USD)
Road access to key areas	$32.55
Police and community security	$25.68
Criminal justice system	$8.05
Core administrative services	$10.00
Governance of natural resources	$1.37
MONUSCO logistical support	$2.70
Total	**$80.35**

The end goal of police reform is to have a professional force that can maintain security. ISSSS is supporting this goal by prioritizing deployment and construction efforts along six axes:

- Ituri (Oriental province): Bunia to Boga
- North Kivu: Sake to Masisi, Rutshuru to Ishasha
- South Kivu: Bukavu to Hombo, Bukavu to Shabunda, Minembwe to Fizi-Baraka

Along these axes, ISSSS is trying to convince the government to deploy mixed police units that include police from the area and police from other parts of DRC. ISSSS facilitated the training of 506 police (called the Tiger Battalion) and helped them deploy to North Kivu, but while they have integrated well in some areas, in other places local police and communities suspect them of being spies or are concerned the outsiders will disrupt local patrimonial networks.

One recent story illustrates the difficulties of police reform. In March 2011, 485 former CNDP and Coalition of Congolese Patriotic Resistance (PARECO) rebels graduated from a six-month police training course (see North Kivu province report for more on CNDP and PARECO). A senior MONUSCO official involved in police reform reported that these police have not yet received their specific assignments, but the entire group will deploy to North Kivu. Senior MONUSCO officials have expressed grave concerns over this development, particularly because they strongly encouraged senior police leadership to send these police to underserved areas of South Kivu and Ituri. Since some

[223]United Nations Security Council, "Report of the Secretary-General on the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo," S/2011/20, January 17, 2011, § 61.
[224]"U.S. Security Assistance in the DRC," undated.
[225]International Security and Stabilization Support Strategy, "Quarterly Report, January to March 2011," p. 18.

of these trainees will be part of the mining police, and since CNDP maintains de facto control over large swaths of North Kivu,[226] these same officials interpret this deployment decision as a sign of political interference in security decision-making.

Another problem in the police force is the issue of so-called "ghost" police. That is, there may be 50 police on a register, but only 20 police actually working. By having imaginary names on the rolls, police commanders are able to take home a little extra every month. The World Bank has funded an effort to identify and issue identification cards to all police in South Kivu, and in May 2011 this program will extend to North Kivu. A final problem with police reform is the existence of parallel police forces in parts of North Kivu (see North Kivu province report for more information).

Impunity

There is a general problem in DRC of impunity for those who commit crimes. The legacy of impunity is arguably rooted in the colonial era, when state agents were seldom if ever punished for committing horrific human rights abuses.[227] The Machiavellianism in Mobutu Sese Seko led him to prosecute and punish some of his officers for crimes real or perceived, but it was clear that impunity reigned for anyone close enough to Mobutu to receive his protection. The problem of impunity continues today, although there have recently been steps to change this culture.

The most visible effort to end impunity in DRC has come from the international community and CBOs. The United Nations Security Council has imposed targeted sanctions on individuals, companies, and organizations in DRC in an attempt to hold people accountable for sustaining conflict; however, the real effect of these sanctions remains unclear,[228] and major political and economic figures (within DRC and regionally) have been spared from penalty. The International Criminal Court (ICC) has also acted to hold suspected war criminals accountable for their actions.[229] There are currently four men in The Hague either on trial or awaiting trial for crimes committed in DRC.[230] A fifth Congolese man, Jean-Pierre Bemba, is on trial for crimes in the Central African Republic, although his MLC rebel group committed serious abuses in Orientale province. The ICC wants a sixth Congolese man, but Bosco Ntaganda is currently a general in the Congolese army and living in Goma (North Kivu).

Within DRC, there are several initiatives underway to curb impunity. The United States government has played a leading role in some of these efforts. Specifically:[231]

- **Legal support:** There is a retired U.S. Army JAG [Judge Advocate General's] Corps officer who works on the MONUSCO Rule of Law Prosecution Support Cell (PSC) teams. He oversees the PSCs in eastern DRC for the majority of his time, and works as a part-time consultant for the DIILS program (see details below). He was part of the PSC that worked with Congolese military officials on the Fizi rape case.[232]

[226]United Nations Security Council, "Final Report of the Group of Experts on the Democratic Republic of the Congo," S/2010/596, November 29, 2010, § 157-160.
[227]See Adam Hochschild, King Leopold's Ghost (Boston, New York: Houghton Mifflin Company, 1998).
[228]See Dan Fahey, "The New Gold Rush: Post-Conflict Mining and Trading in the Kilo Belt, DR Congo," in A. Ansoms and S. Marysse (eds.), Natural resources and local livelihoods in the Great Lakes Region: a political economy perspective (Palgrave, 2011).
[229]See Alexis Arieff et al, "International Criminal Court Cases in Africa: Status and Policy Issues," U.S. Congressional Research Service, March 7, 2011, pp. 22–24.
[230]They are: Thomas Lubanga Dyilo, Germain Katanga, Mathieu Ngudjolo Chui, and Callixte Mbarushimana.
[231]"U.S. Security Assistance in the DRC," undated.
[232]http://reliefweb.int/node/388977, site accessed May 13, 2011.

- **Defense Institute of International Legal Studies (DIILS):** DIILS conducts sex crimes investigation training for judicial police inspectors and prosecuting magistrates of the FARDC, along with commanders' seminars on their role in ending impunity and supporting the military justice system. DIILS also trains FARDC participants in MONUSCO's Integration Security Program, and all U.S. government military training program participants. DIILS is currently exploring with the FARDC the possibility of creating a Judge Advocate General's Corps for the military.
- **Funding for the ABA:** The State Department's Bureau of International Narcotics and Law Enforcement Affairs (INL) is funding the American Bar Association Rule of Law Initiative (ABA ROLI), which provides effective legal representation to survivors of sexual and gender-based violence, as well as builds the capacity of justice sector officials to try cases of SGBV in North Kivu province. To date, the legal aid clinic located at Heal Africa Hospital in Goma has given assistance to more than 373 survivors of SGBV, and has filed 333 cases with the police. In response to the mass rapes that occurred in Walikale in 2010, ABA ROLI deployed their mobile legal and psychological clinics and provided assistance to 53 survivors.

These and other efforts paid dividends in March 2011, when a FARDC military tribunal convicted 11 soldiers of raping 24 women during four days in September 2010 in the Kalehe territory of South Kivu province.[233] This conviction is significant symbolically, as it sends a message to the Congolese army that rape is a crime and that at least some violators will be held accountable. It also signals the development of the military justice system, and gives hope that the international community is helping to construct a viable and durable judiciary. The conviction also has significant public relations value for an army that has been vilified internationally for its culture of impunity. It remains to be seen whether this verdict is a sign of a new direction for impunity in DRC, or simply a political move by the Congolese government to deflect criticism and maintain international support during the election year.

NGO involvement in SSR and impunity

There is little involvement by Congolese non-governmental organizations in security sector reform. There are human rights groups working on the periphery of this sector, engaging in dialogue on the subject, but there are many risks to activists who speak too openly or too loudly about the problems in FARDC, including impunity. There is a network of groups loosely working on SSR [Réseau des Acteurs (de la société civile) pour la Réforme du Secteur Sécuritaire], but this network is not having a significant impact. Securitas Congo—a National Endowment for Democracy grantee included in this report (Orientale province section)—is one of the few groups actively engaged in SSR, but it must walk a fine line and is under pressure from both security forces and politicians. The dangers inherent in addressing SSR and impunity in DRC suggest this sector will remain dominated by major international actors for the foreseeable future.

In contrast to security sector reform, CBOs are more explicitly involved in advocating against impunity. Some local organizations provide legal assistance to survivors of sexual violence, while others in the human rights and media sectors publicize wrongdoing by government officials. In addition, several local groups have assisted the International Criminal Court in its effort to prosecute former Congolese rebel leaders for war crimes and crimes against humanity.

[233]UN News Service, "Verdicts in latest Democratic Republic of the Congo rape trial show justice is possible—UN envoy," March 10, 2011, http://www.unhcr.org/refworld/docid/4d79c592c.html, accessed April 16, 2011.

Sexual and Gender-Based Violence (SGBV)

The problem of sexual and gender-based violence in the Democratic Republic of the Congo is so severe that the country has unfortunately, but deservedly, been labeled the "rape capital of the world." While sexual and gender-based violence is a reality of war, it is not restricted to war, and it is not restricted to DRC.[234] Although this scourge continues, efforts to address and prevent SGBV in DRC are growing.

Sexual and Gender-Based Violence in DRC

In the context of DRC, the term "sexual and gender-based violence" generally refers to the rape of women by armed groups, although this is a national problem that cannot simply or accurately be blamed on war and armed groups. The scale of the problem has been known for some time,[235] but there has been greater attention on the subject in recent years. Indeed, the scale of this problem is staggering:

> [T]he 2007 DRC Demographic and Health Survey (DHS) indicates that, nationally, 9.9% of women aged 15 to 49 years reported that their first sexual encounter was against their will, 4.2% reported having sex against their will in the preceding 12 months, and 16% reported ever having had sex against their will.[236]

In eastern DRC, the statistics are similarly alarming, as shown in Table 37.

Table 37: Rates of sexual violence per 1,000 women, ages 15–49, by province, 2007 [237]

Province	Intimate partner sexual violence	History of rape	Rape in preceding twelve months
Maniema	245	146	50
North Kivu	239	205	67
Orientale	195	152	38
South Kivu	152	128	44
Average	**208**	**158**	**50**

Woman in Democratic Republic of Congo proudly watches her children

[234] E.g., see Madeline Morris, "By Force of Arms: Rape, War, and Military Culture," Duke Law Review Vol. 45, No. 4, 1996, pp. 651–781.
[235] Human Rights Watch, "The War Within the War: Sexual Violence Against Women and Girls in Eastern Congo," June 2002.
[236] Amber Peterman, Tia Palermo, and Caryn Bredenkamp, "Estimates and Determinants of Sexual Violence Against Women in the Democratic Republic of the Congo," American Journal of Public Health, Vol. 101 No. 6, June 2011, p. 1060.
[237] Amber Peterman, Tia Palermo, and Caryn Bredenkamp, "Estimates and Determinants of Sexual Violence Against Women in the Democratic Republic of the Congo," American Journal of Public Health, Vol. 101 No. 6, June 2011, p. 1064.

These numbers—as disturbing as they are—are inadequate to describe the scale of the problem. The rape of minors under 15 and of women over 49 is also common, and not captured by the DHS statistics.[238] In addition, since sexual violence is typically underreported by survivors, and since the DHS did not inquire about male survivors of sexual violence, the scale of the problem is likely much greater than previously known.[239]

Although the prevalence of SGBV in DRC is outrageous, there are several problems with contemporary discourse on this issue. First, narratives focusing on rape ignore the structural violence that pervades Congolese society.[240] Women are systematically excluded from access to social, economic, and political power. Although females are 51 percent of the population, there are far fewer girls in school than boys (see Education sector report and individual province reports). Women earn less than men and have fewer rights in terms of decisions about marriage and entitlement to inheritance.[241] The lack of women's power is also evident in the political system, as shown in Table 38. The marginalization of women in DRC is tied to traditional and religious doctrines and practices, but despite these social roots, it needs to be recognized and addressed as a form of violence.

Table 38: Results of national parliamentary elections in 2006[242]

	National parliament				Senate			
Gender	Candidates	%	Elected	%	Candidates	%	Elected	%
Male	8,389	86.4	458	91.6	1,023	90.8	103	95.4
Female	1,320	13.6	42	8.4	104	9.2	5	4.6

A second problem with the SGBV discourse is a lack of clarity on what constitutes sexual violence. Sexual violence generally refers to rape but includes "any act of a sexual nature which is committed on a person under circumstances which are coercive"; this includes forced vaginal and anal intercourse, oral sex, penetration with foreign objects and forced undressing in public.[243] Some studies take a broader approach, including "improper sexual comments",[244] which anecdotal evidence suggests are widespread enough to muddle understanding about the scope and severity of physical acts. Health professionals interviewed for this ECI study report that in eastern DRC there is a widespread public perception that prostitutes cannot be raped; i.e., by their very livelihood they automatically consent to being forced to have sex. Similarly, there is a widely held assumption that within the bonds of marriage, a man cannot technically rape his wife. However, according to the DHS Key Findings report, "71% of Congolese women have suffered from spousal or partner abuse at some point in time, whether physical, emotional, or sexual." These facts suggest the need for both a clear definition of SGBV and a campaign of public education in DRC about what constitutes sexual violence.

[238]Amber Peterman, Tia Palermo, and Caryn Bredenkamp, "Estimates and Determinants of Sexual Violence Against Women in the Democratic Republic of the Congo," American Journal of Public Health, Vol. 101 No. 6, June 2011, p. 1065.
[239]Amber Peterman, Tia Palermo, and Caryn Bredenkamp, "Estimates and Determinants of Sexual Violence Against Women in the Democratic Republic of the Congo," American Journal of Public Health, Vol. 101 No. 6, June 2011, p. 1066.
[240]Cf. Johan Galtung and Tord Höivic, "Structural and Direct Violence: A Note on Operationalization," Journal of Peace Research, 1971, Vol. 8, pp. 73–76.
[241]SIDA, "The Democratic Republic of Congo: Country Gender Profile," September 2009, pp. 35–38.
[242]SIDA, "The Democratic Republic of Congo: Country Gender Profile," September 2009, p. 27; cf. Electoral Institute for the Sustainability of Democracy in Africa, "EISA Election Observer Mission Report: Democratic Republic of the Congo Presidential, Parliamentary and Provincial Elections," Johannesburg, 2007, p. 21.
[243]Françoise Duroch, Melissa McRae, and Rebecca F. Grais, "Description and consequences of sexual violence in Ituri province, Democratic Republic of Congo," BMC International Health and Human Rights, 11:5, 2011.
[244]Sara E. Casey et al, "Care-Seeking Behavior by Survivors of Sexual Assault in the Democratic Republic of the Congo," American Journal of Public Health, Vol. 101, No. 6, June 2011, p. 1054.

A third deficiency in the SGBV discourse is the depiction of the perpetrators. This shortcoming manifests in two ways. First, some studies focus only on rebel groups and ignore the fact that Congolese soldiers and police commit many, if not the majority, of acts of sexual violence carried out by armed perpetrators.[245] This unusual phenomenon is evident in a widely cited and influential Journal of the American Medical Association article in 2010, which inexplicably omits three major perpetrators from its survey of rape in eastern DRC: the Congolese army (FARDC), the Congolese police (PNC), and the Rwandan-backed rebel group CNDP (now integrated into FARDC).[246] Another problem with the depiction of perpetrators is the focus on armed actors as agents of sexual violence. This has unfortunately happened partly as a result of the social movement in the United States around so-called "conflict minerals," which has blamed the plague of rape on militias trying to control mining sites. As stated clearly in 2009 by activist John Prendergast, "Widespread rape thus becomes an instrument of communal terror as armed groups attempt to exercise control over a mine or the transport and taxation of the minerals."[247] In contrast to the simple, formulaic presentation of rape by some activists, there is copious and growing evidence that men who are not part of armed groups perpetrate a significant and growing number of rapes. This fact is shown by the high rates of intimate partner sexual violence identified by the 2007 DHS study, mentioned above.[248] Several other studies suggest that non-armed actors are responsible for a quarter or more of rapes in eastern DRC.[249] Thus, while there clearly needs to be greater intervention to stop armed forces from committing sexual violence, there also needs to be greater attention paid to the societal dimension of this problem, and to begin educating young boys and girls about gender equality and respect.

A fourth problem with the SGBV debate is that it obscures the fact that men experience rape, albeit far less frequently than women.[250] An Ituri study mentioned above found that 4 percent of rape survivors were men, while another study in North Kivu reported 10 percent of survivors were men.[251] Male rape is difficult to investigate since men have traditionally been even more reluctant than women to report experiences of sexual violence.[252] Nonetheless, it "is possible, however, that the recent trend of male rape results from decreased sexual violence stigma and therefore a new willingness on behalf of male survivors to report it. Little has been documented about wartime rape targeting males and this is a topic requiring future study."[253]

[245]E.g., see SIDA, "The Democratic Republic of Congo: Country Gender Profile," September 2009, p. 42.
[246]Kirsten Johnson et al, "Association of Sexual Violence and Human Rights Violations with Physical and Mental Health in Territories of the Eastern Democratic Republic of the Congo," JAMA 2010, 304(5), pp. 553–562.
[247]John Prendergast, "Can you hear Congo now? Cell Phones, Conflict Minerals, and the Worst Sexual Violence in the World," Enough, April 2009, p. 2.
[248]This study found that 22–23 percent of women nationally experienced sexual violence from an intimate partner, with provincial rates ranging from 11 percent in Bas Congo to 42 percent in Equateur. Amber Peterman, Tia Palermo, and Caryn Bredenkamp, "Estimates and Determinants of Sexual Violence Against Women in the Democratic Republic of the Congo," American Journal of Public Health, Vol. 101 No. 6, June 2011, p. 1063.
[249]Françoise Duroch, Melissa McRae, and Rebecca F. Grais, "Description and consequences of sexual violence in Ituri province, Democratic Republic of Congo," BMC International Health and Human Rights, 11:5, 2011; SIDA, "The Democratic Republic of Congo: Country Gender Profile," September 2009, p. 42, 45.
[250]SIDA, "The Democratic Republic of Congo: Country Gender Profile," September 2009, p. 45.
[251]Harvard Humanitarian Initiative and Oxfam International, "'Now, the world is without me': An Investigation of Sexual Violence in Eastern Democratic Republic of Congo," April 2010, p. 36.
[252]Harvard Humanitarian Initiative and Oxfam International, "'Now, the world is without me': An Investigation of Sexual Violence in Eastern Democratic Republic of Congo," April 2010, p. 6.
[253]Harvard Humanitarian Initiative and Oxfam International, "'Now, the world is without me': An Investigation of Sexual Violence in Eastern Democratic Republic of Congo," April 2010, p. 36.

A fifth problem with respect to understanding SGBV in eastern DRC is the understudied phenomenon of false reporting. Health practitioners and researchers in eastern DRC report some women falsely claim to have experienced sexual violence in order to obtain health services. In May 2011, noted scholar Maria Eriksson Baaz remarked: "Women who have been raped can receive free medical care while women who have other conflict-related injuries or other problems related to childbirth have to pay. In a country like the DRC, with [its] extreme poverty where most people can simply not afford health care, it's very natural this happens."[254a] Health practitioners and researchers familiar with this problem report that it is a recent development related to the large amounts of international funding that have recently been made available for helping sexual violence survivors in eastern DRC; the extent of false reporting is unknown, but the fact remains that sexual violence is widespread and severe in eastern DRC.

There are several other aspects of SGBV often missing from popular discourse that merit attention. First is the phenomenon of "survival sex," in which women (or men) consent to sex to avoid rape, to acquire protection, or to get money to provide for themselves or their families. Second is domestic violence, which varies by province and within provinces. As an example of the structural violence against women, rape within marriage is not commonly viewed as a crime.[254b] Third is the understudied occurrence of violence against gay, lesbian, bisexual, and transgendered people.[255a] Programming for intervention in this sector should be holistic in its approach and address all forms of direct and structural violence.

Addressing SGBV

Despite the prevalence of SGBV and the involvement of various elements of the Congolese government in this problem, a large number of local, national, and international groups have emerged to address this issue. Local initiatives that are often, but not always, supported by international partners include: community education for violence protection, identification and support of SGBV survivors;[255b] legal prosecution of perpetrators; reform of the justice system to end the culture of impunity; and compensation for rape survivors.[256a] Many of the community-based organizations profiled in this report are undertaking one or more of these efforts in eastern DRC.

As a result of international attention on the role of rebel groups and government security forces in sexual violence, there have been increased efforts to address this problem by holding perpetrators accountable in courts of law. The Congolese government has responded to international pressure on this issue, and with assistance from the U.S. government and others,[256b] has taken small steps to hold rapists accountable for their actions. For example:

[254a]BBC News Africa, "DR Congo rape study 'questionable'," May 18, 2011, http://www.bbc.co.uk/news/world-africa-13448513, accessed May 20, 2011.
[254b]SIDA, "The Democratic Republic of Congo: Country Gender Profile," September 2009, p. 46.
[255a]SIDA, "The Democratic Republic of Congo: Country Gender Profile," September 2009, p. 42.
[255b]Identification and support of SGBV survivors includes community networks for reporting, transport for medical assistance, treatment, legal support, financial support, and psychosocial support.
[256a]UN High Commissioner for Human Rights, "Report of the Panel on Remedies and Reparations for Victims of Sexual Violence in the Democratic Republic of Congo to the High Commissioner for Human Rights," March 2011.
[256b] U.S. government support for SGBV takes place through the STAREC/ISSS program (see Security Sector Reform and Impunity sector report for more information). In addition, through USAID technical offices for Social Protection, Democracy and Governance, Health, Peace and Security, and Foreign Disaster Assistance, as well as the Department of State, USG-funded programs aim to improve access to care and treatment services for survivors, fight impunity for perpetrators through support for legal reform and strengthening of the civilian and military judicial systems, and promote community awareness of and response to SGBV. USAID, "U.S. Government Programs; Sexual and Gender-Based Violence; Democratic Republic of the Congo," May 2011.

> On 3 June [2009], the Kisangani military tribunal sentenced four members of a Mai-Mai group to life imprisonment and one to 30 years' imprisonment for crimes against humanity, in particular for the rape of more than 30 women, including 8 girls. In South Kivu, six FARDC elements were convicted for crimes of sexual violence against children during [2009].[257]

In March 2011, when a FARDC military tribunal convicted 11 soldiers of raping 24 women during four days in September 2010 in the Kalehe territory of South Kivu province.[258] See the Security Sector Reform and Impunity sector report for more information on legal efforts to address SGBV.

The United Nations has played an active role in addressing SGBV. In April 2009, the DRC government endorsed the Comprehensive Strategy on Combating Sexual Violence, which the UN developed in cooperation with the Congolese government and in consultation with relevant national and international partners. The Comprehensive Strategy is integrated into the various components of STAREC (Stabilization and Reconstruction Plan for War-Affected Areas) and ISSSS (International Security and Stabilization Support Strategy), which are guiding security and development programs in eastern DRC (see Security Sector Reform and Impunity sector report for more information). The Comprehensive Strategy has five themes: combating impunity, prevention and protection, security sector reform, multisectoral response for survivors, and data collecting and mapping.[259] The ISSSS budget for sexual violence is presented in Table 39.

Table 39: ISSSS budget for sexual violence in North Kivu, South Kivu, and Ituri (Orientale)

Thematic area	Total requirements	Available resources	Funding gap	2009–2010	2010–2011
Fight against impunity for cases of sexual violence	$11,545,000	$2,784,587	$8,760,413	$5,210,067	$3,550,346
Prevention and protection of sexual violence	$11,520,000	$3,027,271	$8,492,729	$5,294,283	$3,198,446
Security sector reform and sexual violence	$8,196,014	$310,554	$7,885,460	$5,505,000	$2,380,460
Multisectoral response for survivors of sexual violence	$41,549,550	$16,107,000	$25,442,550	$16,153,880	$9,288,670
Data and mapping	$5,739,000	$86,000	$5,653,000	$3,690,000	$1,963,000
Total	**$78,549,564**	**$22,315,412**	**$56,234,152**	**$35,853,230**	**$20,380,922**

[257]United Nations General Assembly, "Children and Armed Conflict: Report of the Secretary-General," A/64/742-S/2010/181, April 13, 2010, § 26.
[258]UN News Service, "Verdicts in latest Democratic Republic of the Congo rape trial show justice is possible—UN envoy," 10 March 2011, http://www.unhcr.org/refworld/docid/4d79c592c.html, site accessed April 16, 2011.
[259]These themes are led by different UN agencies and implemented by national and international non-governmental organizations and agencies. The International Security and Stabilization Support Strategy (ISSSS), "Integrated Programme Framework (IPF), 2009–2012, Democratic Republic of the Congo," January 2010, pp. 15–16.

Maniema Province

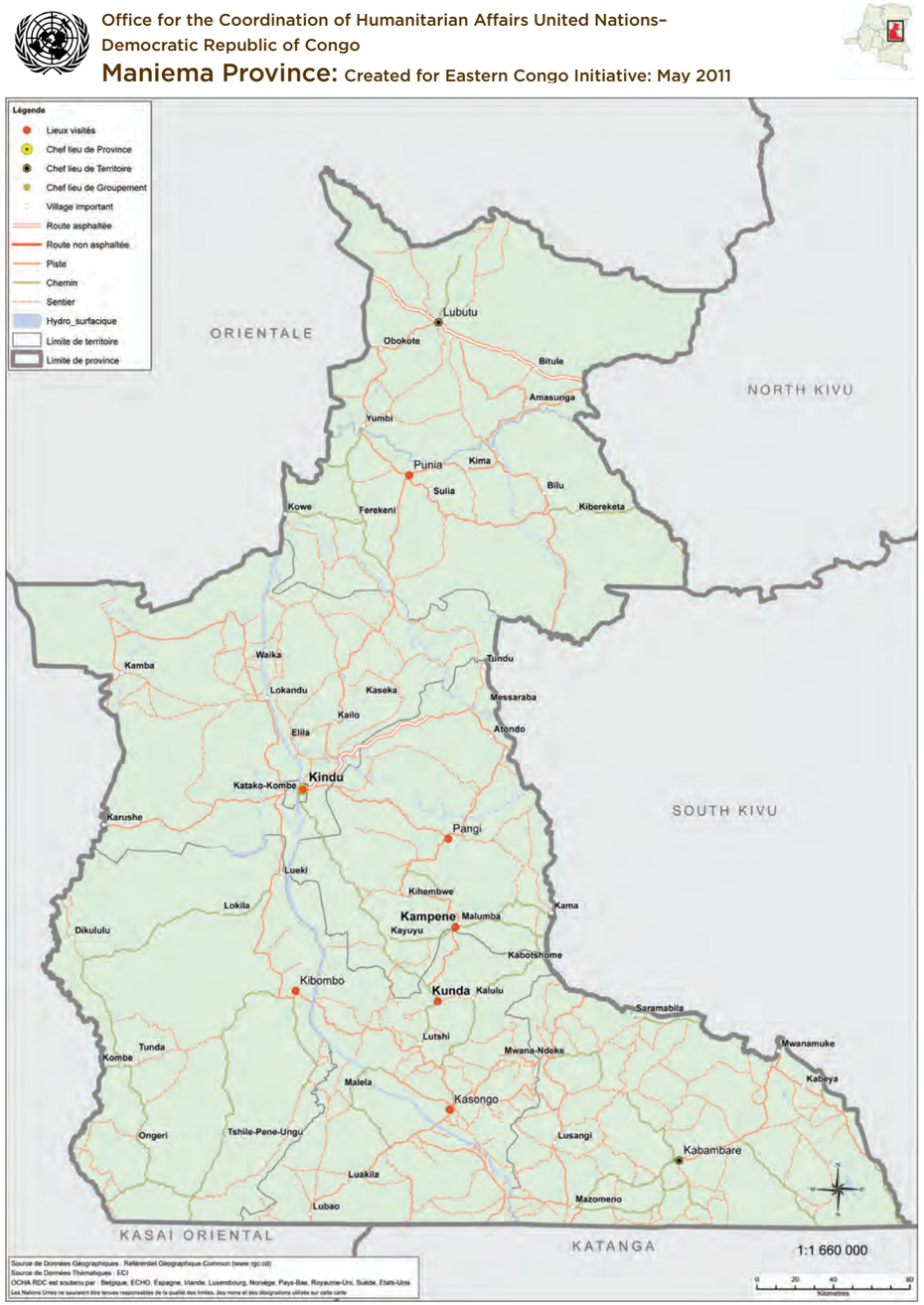


Photo previous page: In the forests (Maniema province)

Maniema garners less attention, less study, and less international assistance than the Kivu provinces to its east, but its socioeconomic conditions are no less severe. Maniema has been ravaged by a succession of wars and has become isolated due to degraded or destroyed infrastructure. In 2007, the government of DRC announced Maniema had the highest HIV prevalence in the entire country.[1] The vast majority of the population is impoverished and surviving by engaging in agriculture, timber extraction, or artisanal mining. The situation for women is particularly difficult, because women in Maniema have traditionally been excluded from power in both the household and the community. Yet despite these problems, there are many community-based organizations in Maniema working to improve living conditions and protect the environment. Following a presentation of background information about Maniema province, this section contains profiles of 17 CBOs.

Table 40: Maniema at a glance[2]

Population (2011)	1,758,403
Major languages	French, Swahili
Number of doctors	23
Number of people per doctor	76,452
Surface area	132,250 km^2 (51,062 mi^2)
Cities	1 (Kindu)
Territories	7
Villages	2,808
Number of hospitals	8
Number of health zones	18
Number of health centers	224
Infant mortality rate, per 1,000 births (2010)	126
Under-5 child mortality rate, per 1,000 births (2010)	210
Chronic malnutrition in population	45.5%
Primary school attendance in population (2010)	79%
Literacy among adult population (2007)	64.7%
Population with access to potable water (2010)	39%
Population in Kindu (capital) with access to electricity	0.8%

[1]Panapress, "Maniema has highest HIV/AIDS infection in DRC," October 5, 2007, http://www.panapress.com/-Maniema-has-highest-HiV-AiDS-infection-in-DRC—12-508400-66-lang2-index.html, site accessed April 17, 2011.
[2]République Démocratique du Congo, Ministère du Santé, "Plan nationale de développement sanitaire, PNDS 2011–2015," Kinshasa, March 2010, p. 21; Steven Spittaels (ed.), The Complexity of Resource Governance in a Context of State Fragility: An Analysis of the Mining Sector in the Kivu Hinterlands, Antwerp: IPIS, November 2010, p. 27; République Démocratique du Congo, Ministère du Plan, "Document de stratégie de réduction de la pauvreté: Province du Maniema," Kinshasa, February 2006, p. 22; République Démocratique du Congo, Ministère du Plan, "Monographie de la province du Maniema," Kinshasa, March 2004, pp. 7, 58; Panapress, "Maniema has highest HIV/AIDS infection in DRC," October 5, 2007, http://www.panapress.com/-Maniema-has-highest-HiV-AiDS-infection-in-DRC--12-508400-66-lang2-index.html, site accessed April 17, 2011; République Démocratique du Congo, "Multiple Indicator Cluster Survey, DRC 2010, Preliminary Findings," September 2010, pp. 23–24.

Geography and Natural Resources

Maniema province is located near the center of DRC. It is surrounded by Orientale province to the north, North Kivu and South Kivu to the east, Katanga in the south, and Kasai Oriental to the west. The Congo River passes south to north through Maniema and is fed by many tributary rivers.[3] The climate is generally hot and humid.

Approximately 75 percent of the province is covered by forest, with the remaining lands mainly savanna. In the past, 24 sections of forest were declared reserves; however, during the war years (roughly 1996–2004), many people moved into the forest for safety and to exploit resources. In Maiko National Park—Maniema's only national park—Mai Mai rebels and others moved into the park to cut trees, create gardens, and engage in artisanal mining. The Congolese Institute for the Conservation of Nature (ICCN) is currently trying to reestablish control over the park, but it is not yet open for tourism.

Maniema is rich in mineral resources. According to the Congolese government, Maniema soils are the fourth-richest in minerals after Katanga, Orientale, and Kasai Oriental.[4] Among the resources of international interest are gold, diamonds, cassiterite, tantalum, and wolfram (tungsten).[5] Mining is now largely artisanal,[6] but several foreign companies have obtained licenses for industrial mining and are currently in the exploration phase (see Economy section, below).

During the 1970s and 1980s, Maniema exported food crops such as rice, peanuts, and palm oil to other provinces. As a result of war and the deterioration of infrastructure, agriculture has become simply subsistence. The most common crops are rice, palm, cassava, and peanuts. Pigs and goats are the most common livestock; cattle are not well suited to Maniema's forested environment.

Infrastructure

Maniema's once fine infrastructure has deteriorated to the point that the province has become enclaved and isolated. Until the mid-1980s, Maniema province had good road connections with South Kivu (via National Route 2), Kisangani (via Lubutu), and Mbuji-Mayi. Kindu was also a terminus of a railway linking it to Lubumbashi, and from there to countries in southern Africa. The roads are now nearly impassable by car or truck, and the railway is in such disrepair that the train comes only once approximately every two months.[7] The motorbike is now the most reliable means of transport—and an important means of communication—in Maniema.[8] Compounding the problem of bad roads is the deterioration of bridges across Maniema's many rivers.

[3]Among the important tributaries are the Lulindi, Musukuyi, Mulongoy, Kunda, Lufubu, Lowe, Lueki, Elila, Kasuku, Ulindi, and Lowa.
[4]Steven Spittaels (ed.), The Complexity of Resource Governance in a Context of State Fragility: An Analysis of the Mining Sector in the Kivu Hinterlands, Antwerp: IPIS, November 2010, p. 27.
[5]Steven Spittaels (ed.), The Complexity of Resource Governance in a Context of State Fragility: An Analysis of the Mining Sector in the Kivu Hinterlands, Antwerp: IPIS, November 2010, pp. 27–40; République Démocratique du Congo, Ministère du Plan, "Monographie de la province du Maniema," Kinshasa, March 2004, p. 56.
[6]After independence, the SOMINKI company (Société minière du Kivu) had industrial mining operations in Maniema.
[7]This despite the fact that USAID and other donors paid for rehabilitation of the rail line, enabling it to reopen in 2004 after a six-year closure.
[8]For example, from Kindu to Kasongo by motorbike takes ten hours; the same trip by four-wheel-drive vehicles takes roughly a day and a half. From Kindu to Kibombo, it takes about seven hours by motorbike. From Kindu to Punia, it takes about nine hours by motorbike. From Punia to Lubutu, it takes about five hours by motorbike. These travel times include crossing rivers by ferry where bridges have collapsed.

Airplanes are now the primary way to reach Maniema from the outside. Maniema has 15 airports,[9] the most important of which are in Kindu and Kasongo. There are flights to Goma, Kisangani, or Kinshasa with several carriers, including MONUSCO, CAA, Malu Aviation, Services Air, and HAP. Air travel is too expensive for the vast majority of the population in Maniema to use as a means of transport. In addition, planes fly in important commodities, such as bottled water and food items, but this makes these imported items very expensive (see Economy section, below).

The other transport and communication means is the Congo River. There is a shallow but navigable stretch to Ubundu (Orientale province), from which travel by road to Kisangani is possible.[10] Currently, there is no regular boat traffic between Kindu and Ubundu. From Ubundu to Kisangani there are a series of rapids that make navigation impossible.

Repeated government promises about paving some of Maniema's roads have not been realized. There are only three segments of paved roads in Maniema. One is in Kindu town, where there is about 20 meters (66 feet) of pavement. The second segment is in northern Maniema, where about 60 kilometers (37 miles) of the Kisangani-Lubutu-Walikale road is paved. The third segment is in central Maniema, where there are 47 kilometers (29 miles) of road between Alunguli and Kalima.

The housing situation is very critical in Maniema. This is evident not only in the rural areas but even in town centers. The few decent structures standing were mostly constructed during the colonial era. The following statistics for Kindu, Maniema's only city, illustrate part of the problem:[11]

- The average family size is about seven people per house.
- There are generally two to three rooms per house.
- 53.1 percent of the population lives in small traditional houses made of mud, sticks, and straw.
- 18.8 percent of the population lives in semidurable houses made of crude bricks and straw.
- 7.5 percent of the population lives in durable houses made of good bricks and cement.[12]

For lighting, 91 percent of Kindu's population uses palm oil lamps, 7.1 percent uses kerosene lamps, and just 0.8 percent uses electricity.[13] There are only three hydroelectric plants in Maniema; they were constructed decades ago for mining operations and currently have a very low power output.[14] There is a serious problem relative to the population's access to clean water: in rural areas of Maniema, 91 percent of the water sources are not protected—i.e., they are easily contaminated by human or

[9]The other airports—most of which are small dirt landing strips, and some of which are private—are at Kikungwa, Kamisuku, Kama, Kailo, Kalombenyama, Kasese, Amisi Tingitinga, Katanga, Kibombo, Tunda, Kipaka, Namoya, and Wamaza.
[10]In 2010–11, UNDP funded rehabilitation of this route, which in March 2011 reportedly took four hours by means of a four-wheel-drive vehicle.
[11]These statistics are from République Démocratique du Congo, Ministère du Plan, "Monographie de la province du Maniema," Kinshasa, March 2004, p. 62.
[12]République Démocratique du Congo, Ministère du Plan, "Monographie de la province du Maniema," Kinshasa, March 2004, p. 57.
[13]République Démocratique du Congo, Ministère du Plan, "Monographie de la province du Maniema," Kinshasa, March 2004, p. 58.
[14]République Démocratique du Congo, Ministère du Plan, "Document de stratégie de réduction de la pauvreté: Province du Maniema," Kinshasa, February 2006, p. 51.

animal activity. Thirty-six percent of the population gets water from improved water points (i.e., out of a pipe), 28 percent gets water from hand-dug wells, 19 percent gets water from pumps, 13 percent gets water from rivers and streams, and 4 percent gets water from collecting rain.[15]

Society

Maniema's society is conservative and heavily influenced by Muslim culture. Starting in the late eighteenth century, Kasongo became a center for the Afro-Arab trade in African slaves. Traders from Zanzibar departed from Kasongo armed with guns and aided by local Maniema warriors, and ravaged eastern DRC long before the arrival of Henry Morton Stanley or Belgian colonialists. In the 1850s, growing world demand for ivory led Zanzibar-based traders to increase their presence in Kindu, and to extend both the reach and devastation of their trade networks.[16] By the 1890s, the Zanzibaris used warriors from Maniema to procure slaves and ivory from present-day Ituri district (Orientale province).[17] In the early 1900s, Belgian colonialists displaced the Afro-Arab traders in Maniema, but the Muslim culture was firmly entrenched.

While Muslim culture is well known for its charity and hospitality, one unfortunate downside to conservative Muslim practices is its marginalization of women. Indeed, men have long discriminated against women in Maniema, severely limiting their participation in the social, political, and economic life of the province. The statistics in Table 41 demonstrate this fact and attest to the need for greater involvement of women in structures of power and programs of development. Women constitute 51 percent of the population in Maniema[18] but are dramatically underrepresented in the political and educational sectors. In addition to women in general, vulnerable and neglected populations in Maniema include the disabled, orphans, widows, former child soldiers, and young and single mothers.[19]

The health situation in Maniema is severe. According to OCHA, "In Maniema, 7 out of 10 entities have MAG [global acute malnutrition] rates >10% and two territories (Kailo and Lubutu) are in emergency situation."[21] Maniema also has the highest under-5 mortality rate of all the provinces in DRC, at 210 deaths per 1,000 births.[22]

[15]République Démocratique du Congo, Ministère du Plan, "Document de stratégie de réduction de la pauvreté: Province du Maniema," Kinshasa, February 2006, p. 61.
[16]David Northrup, Beyond the Bend in the River: African Labor in Eastern Zaire, 1865–1940, Africa Series Number 52 (Athens: Ohio University, 1988), 24.
[17]Anonymous, "Emin Pasha's Expedition to Lake Albert Edward and Lake Albert," Proceedings of the Royal Geographical Society, vol. 14 (1892), 544. These people are also referred to as Wangwana. For more information, see Melvin E. Page, "The Manyema Hordes of Tippu Tip: A Case Study in Social Stratification and the Slave Trade in Eastern Africa," The International Journal of African Historical Studies, vol. 7 no. 1 (1974), 69–84.
[18]République Démocratique du Congo, Ministère du Plan, "Document de stratégie de réduction de la pauvreté: Province du Maniema," Kinshasa, February 2006, p. 25.
[19]République Démocratique du Congo, Ministère du Plan, "Document de stratégie de réduction de la pauvreté: Province du Maniema," Kinshasa, February 2006, p. 29.
[20]République Démocratique du Congo, Ministère du Plan, "Document de stratégie de réduction de la pauvreté: Province du Maniema," Kinshasa, February 2006, pp. 11, 23–24.
[21]OCHA, "Humanitarian Action Plan 2011," Kinshasa, 2011, p. 40.
[22]République Démocratique du Congo, "Multiple Indicator Cluster Survey, DRC 2010, Preliminary Findings," September 2010, pp. 23.

Table 41: Male and female representation in political and educational institutions in Maniema [20]

Institution	Males	Females	Percent female
National assembly	41	4	8.8
National senate	11	0	0
Mayoral duties	8	1	16
Territorial administrators	21	0	0
Chiefs of *groupements* (towns)	321	3	0.92
State workers	2,553	803	24
Technical school and university students	1,823	453	19.9
Secondary school teachers	1959	84	4.3
Secondary school students	49,227	13,447	21.5
Primary school teachers	3,347	1666	33
Primary school students	111,826	74,389	40

Governance

Administratively, Maniema has one city (Kindu), seven territories,[23] and 18 health zones.[24] The capital of Maniema is Kindu; other major towns are Punia, Kasongo, Kibombo, Lubutu, Kalima, and Lubao. For the 2006 elections, Maniema had 630,000 registered voters,[25] or roughly one-third of the entire population. Eighty percent (502,000 people) of registered voters voted in the October 2006 second-round presidential elections; 98 percent voted for Joseph Kabila and 2 percent voted for Jean-Pierre Bemba.[26] Maniema's voters also elected 22 deputies to the provincial assembly[27] and 12 deputies to the national assembly.[28] Maniema's provincial assembly elected four people to serve in the national senate.

[23]These are Kibombo, Kasongo, Kabambare, Punia, Pangi, Lubutu, and Kailo.
[24]These are Kindu, Alungi, Kibombo, Tunda, Samba, Kasongo, Kunda, Kabambare, Lusangi, Salamabila, Kailo, Pangi, Kampene, Kalima, Punia, Ferekeni, Obokote, and Lubutu.
[25]Electoral Institute for the Sustainability of Democracy in Africa, "EISA Election Observer Mission Report: Democratic Republic of the Congo Presidential, Parliamentary and Provincial Elections," Johannesburg, 2007, p. 18.
[26]Electoral Institute for the Sustainability of Democracy in Africa, "EISA Election Observer Mission Report: Democratic Republic of the Congo Presidential, Parliamentary and Provincial Elections," Johannesburg, 2007, p. 102.
[27]There are 24 deputies in Maniema's provincial assembly; two seats are "co-opted," or assigned for a constituency that did not meet the minimum population requirements. Electoral Institute for the Sustainability of Democracy in Africa, "EISA Election Observer Mission Report: Democratic Republic of the Congo Presidential, Parliamentary and Provincial Elections," Johannesburg, 2007, pp. 109–110.
[28]By party affiliation, six were from the PPRD, two from MSR, one from PANU, and three independent.

As demonstrated by the aforementioned statistics, President Kabila's People's Party for Reconstruction and Democracy (Parti du peuple pour la reconstruction et la démocratie, or PPRD) has a strong influence in Maniema. The governor of Maniema is not elected by the people but is appointed directly by President Kabila. The most recent governor—Didier Manara Linga—was very unpopular in Maniema because of extraordinary corruption in his administration and his attempts to silence dissenters.[29] In 2010, after an embezzlement scandal led Maniema's provincial assembly to vote for the governor's removal, President Kabila sacked Linga and appointed Pascal Tutu Salumu,[30] who is a member of President Kabila's PPRD party, to be the new governor.

The strong PPRD influence in Maniema appears to be more an expression of the Congolese government's dictatorial drift than a reflection of popular will. Two recent events underscore PPRD's attempts to both silence opposition and ensure the province will once again vote for Kabila in the November 2011 elections. The opposition party Union for the Congolese Nation (Union pour la nation Congolaise, or UNC [31]) opened an office in February 2011 in Kindu, but its representatives have been arrested several times, and people working or talking with UNC have been threatened by local authorities. In early March 2011, unknown assailants burned down the house and boutique of the head of the youth section of UNC in Kindu; the same night, guards chased away two men with torches who were apparently trying to burn down UNC's office in Kindu.[32] In mid-April 2011, the Congolese police (PNC) arrested UNC representatives in Kasongo, and harassed and seized cameras from journalists who were interviewing these representatives.

The poor state of governance in Maniema is evident in other ways. According to the U.S. State Department's 2010 report on human rights in DRC:

> None of the courts or offices surveyed by an international NGO in four provinces (Katanga, Maniema, Bandundu, and South Kivu) had received operational or capital improvement funding from the central government in at least 10 years, forcing courts to rely on extralegal fees to pay for basic supplies and remuneration of "volunteer clerks," who were used by court offices to fill gaps when civil service employees retired and were not replaced.[33]

The lack of a functioning judiciary enables state authorities to act with impunity. For example, the U.S. State Department noted: "[O]n June 8 [2009], in Maniema province, police arbitrarily arrested a human rights defender and subjected the defender to cruel, inhuman or degrading treatment after the defender had denounced the unlawful arrest of civilians."[34] Similarly:

> Authorities took no known action against the territorial administrator in Punia, Maniema, who, according to the UNJHRO, issued death threats in 2008 against human rights activists who had accused local authorities of complicity in the 2002 massacre by RCD combatants of 13 civilians.[35a]

[29]For example, see Reporters Without Borders, "Intelligence agents hold TV journalist overnight at provincial governor's behest," July 11, 2008, available at: http://www.unhcr.org/refworld/docid/487de2581e.html, accessed April 17, 2011.
[30]Mr. Salumu is part of the politically powerful Salumu family in Maniema. Several members of the Salumu family held positions in President Mobutu's patrimonial political network. See Jean Omasomo and Erik Kennes, République démocratique du Congo: Biographies des acteurs de la Transition (juin 2003–juin 2006) (Kinshasa: CEP; Tervuren: Musée Royal de L'Afrique Centrale; Lubumbashi: CERDAC: 2006) pp. 225–26.
[31]UNC website, http://www.unc-rdc.com, site accessed April 17, 2011.
[32]Radio Okapi, "Kindu: incendies des maisons du chargé de la jeunesse de l'UNC," 3 March 2011, http://radiookapi.net/actualite/2011/03/03/kindu-incendies-des-maisons-du-charge-de-la-jeunesse-de-l%E2%80%99unc/, site accessed April 29, 2011.
[33]U.S. Department of State, "Democratic Republic of the Congo," 2010 Country Report on Human Rights Practices, April 8, 2011,pp. 27–28.
[34]U.S. Department of State, "Democratic Republic of the Congo," 2010 Country Report on Human Rights Practices, April 8, 2011, p. 67.
[35a]U.S. Department of State, "Democratic Republic of the Congo," 2010 Country Report on Human Rights Practices, April 8, 2011, p. 68.

As these few examples show, governance in Maniema presents risks to community-based organizations engaging in activities that question or challenge government authorities, and these risks are particularly acute in 2011 during the period before the November elections. To address these risks and improve governance in Maniema, the USAID/DRC Governing Justly and Democratically initiative is funding efforts to improve rule of law, to educate voters, and to increase civic participation in governance.[35b]

The STAREC/ISSSS process[36] is making small steps toward restoring state authority and governance in Maniema. The ISSSS program has so far spent $3.3 million on projects in Maniema, including the demobilization and disarmament of more than 2,300 combatants since 2009. As of March 2011, the Congolese Ministry of Defense has delayed an ISSSS plan for additional demobilizations in Maniema, because of "concerns about the interaction of the program with ongoing FARDC negotiations, and possible incentive effects for armed groups"; however, international observers are concerned "that there is no demobilization option currently 'on the table' for residual combatants with the imminent end of the World Bank–funded program administered by the Government."[37] See the Security Sector Reform and Impunity sector report for more information.

Economy

The economy of Maniema province is based on subsistence agriculture, exploitation of timber, trade, and artisanal mining. Maniema's isolation due to degraded or destroyed infrastructure severely limits its development potential, as it is difficult to export goods from Maniema to other destinations. This isolation also means imports are difficult and expensive, resulting in high prices for food and other items. For example, one liter of bottled drinking water costs $1.11 (1,000 Congolese francs) in Goma (North Kivu), but the same bottle costs $3.89 (3,500 francs) in Kindu. One liter of gasoline costs $1.60 in Goma, but $3.20 in Kindu.

Artisanal mining is an important livelihood in Maniema, but also one that has been connected to insecurity and conflict. During the second DRC war (1998–2003), the armed groups exploiting gold, coltan, and other minerals in Maniema included the Rwandan army, the RCD-Goma rebel group, and Mai Mai militias. These networks persisted after 2003, but were transformed as Congolese government agencies moved into Maniema, essentially continuing the structures and networks of exploitation from the war years. In September 2010, when the Congolese government declared a ban on artisanal mining in Maniema (and North and South Kivu), the Congolese army (FARDC) and other government agencies took control of key mining areas, and mining continued, albeit on a reduced scale.

In the last few years, the relative return of security in Maniema has enabled foreign mining companies to begin exploration operations. The Canadian mining company Banro currently has licenses to undertake industrial gold mining at four sites along the 210-kilometer-long (130 miles) Twangiza-Namoya gold belt, which stretches northeast from Maniema into South Kivu. In January 2011,

[35b]USAID, "Democratic Republic of Congo: Governing Justly and Democratically," undated.
[36]STAREC stands for Stabilization and Reconstruction Plan for War-Affected Areas. It is the Congolese government's plan for establishing security and supporting social, economic, and political development. ISSSS stands for International Security and Stabilization Support Strategy and is the plan by the United Nations and key partners to support STAREC, with a focus on five key areas: improving security; supporting political dialogue; strengthening the state; facilitating return, reintegration, and recovery; and combating sexual violence.
[37]International Security and Stabilization Support Strategy, "Quarterly Report, January to March 2011," p. 17.

Banro completed a study on the Namoya site in southeast Maniema[38] and estimates this site alone will produce 124,053 ounces per year over a seven-year period.[39] The Canadian company Shamika Resources Inc. has licenses to exploit wolfram, tin, and tantalum in the Kibara Belt near Punia and Lubutu in northern Maniema.[40] The Australian companies Erongo Energy Ltd. and Afrimines Resources SPRL have licenses to exploit gold and tin in southeastern Maniema province. [41]

Security

Between 1996 and 2003, a series of conflicts took place in Maniema. The initial conflict (1996–97) pitted the Rwandan army and the Congolese AFDL rebel group against the Zairian national army; the Rwanda-AFDL alliance easily pushed the Zairian army out of Maniema on its way to deposing President Mobutu and taking control of the country. The second conflict, in 1998, resulted in the Congolese RCD rebel group taking over the province from the Congolese government. The RCD ruled Maniema in close cooperation with the Rwandan army, but this state of affairs prompted a new conflict between local Mai Mai militias and the people they perceived to be foreign occupiers. The combined effects of these conflicts were widespread death, displacement, and destruction.
As of April 2011, most parts of Maniema are secure and at peace. The Congolese national army has its seventh military region headquarters near Kindu. During 2009–10, the ISSSS program (see above) disarmed and demobilized 2,316 combatants in Maniema, and enrolled 718 of them in UNDP-funded community reintegration projects.[42] Despite these demobilizations, problems persist. In 2010, the FDLR rebel group attacked Punia town, killing two FARDC soldiers (see North and South Kivu province reports for more on FDLR). As of April 2011, there are approximately 30 FDLR elements in eastern Maniema province; they were reportedly pushed there by recent FARDC/CNDP military operations. Other FDLR elements have been in conflict with the Mai Mai Simba rebels in Lubutu in northern Maniema. Another rebel group, called Raiya Mutomboki ("the rebellious people"), operates in Kabambare territory in southern Maniema.

There are land conflicts in Bangangele in Pangi territory, where returning displaced persons are trying to reclaim their land from people who occupied it during the war. There are also land disputes in Maiko National Park, where government authorities want pygmy populations to leave the park.

Following are profiles of 17 CBOs in Maniema province. This is not intended to be a complete inventory of all CBOs in Maniema. There are competent CBOs not included in this report due to a variety of extenuating circumstances. This report is meant to be a tool to further explore how the international community can better partner with local organizations.

ADIF—Association for the Development of Women's Initiatives

Location: Kindu, Maniema province

Contact: Barka Elongo, coordinator, +243.813.134.839, adifmaniema@yahoo.fr

Legal status: ADIF is a registered NGO with the provincial government.

[38]Petronel Smit, "Banro raises C$58,6m to accelerate work on DRC gold project," MiningWeekly.com, February 4, 2011, http://www.miningweekly.com/article/banro-raises-c568m-to-accelerate-work-on-drc-gold-project-2011-02-04, site accessed April 16, 2011.
[39]This equates to $178,248,034 per year at the gold price of $1,486.37 per ounce on April 16, 2011. The seven-year total estimated output is approximately $1.25 billion.
[40]http://www.shamikaresources.com, site accessed April 16, 2011.
[41]http://www.erongoenergy.com.au/projectsdrc.48.html, site accessed April 17, 2011.
[42]International Security and Stabilization Support Strategy, "Quarterly Report, January to March 2011," p. 17.

History: In 2000, a group of people in Kindu created ADIF (Association pour le développement des initiatives féminines) to address socioeconomic and human rights problems in Maniema caused by war and Maniema's geographic and political isolation. ADIF started in Kindu, but as it grew and expanded its work to help women, it opened offices in Kasongo and Kalima to extend its reach to the entire province. ADIF engages in human rights and socioeconomic activities, but is unique among women's groups for engaging in construction projects. ADIF promotes itself and its work through murals and signs, radio programs, and pamphlets. In the last decade, ADIF has worked with USAID,[43] GIZ (formerly GTZ), UNICEF, Global Rights, the National Endowment for Democracy, Fund for the Consolidation of Peace (Fonds pour la consolidation de la paix, or FCP), and other donors.

Mission: Assist the population of Maniema province to improve its socioeconomic conditions, train the population about its rights and responsibilities, provide employment for and give micro-credit to vulnerable populations, and seek to ensure sustainable management of Maniema's ecosystem

Objectives:

- Promote, protect, and defend the rights of women and children
- Organize and promote community initiatives created by women's groups
- Initiate and support microfinance activities for women
- Contribute to food security in Maniema province
- Educate the population about public health issues

Sectors of intervention: Human rights (especially rights of women); food security; democracy and good governance; peace building; sustainable development; microfinance; public health

Areas of operation: From its main office in Kindu and satellite offices in Kasongo and Kalima, ADIF's activities cover most of Maniema province.

Programs:

- **Human rights:** ADIF has conducted community education campaigns about human rights, and particularly women's rights. It has also helped survivors of sexual violence.
- **Pacification:** ADIF created two sports teams in Kalima, mixing youths from two communities (but the same tribe) that were then in conflict, in order to promote reconciliation. ADIF also participated in demobilization, disarmament, and rehabilitation programs for youths in Maniema.
- **Sustainable development:** ADIF invests in development through activities to increase food security, to provide microcredit to women, and to rehabilitate or construct buildings used by the general population, such as schools and hospitals.
- **Good governance:** ADIF sensitizes the community about human rights, civic rights and responsibilities, peasants' unions, and other topics.

[43]USAID, "USAID/OTI DRC Field Report March 2004," http://www.usaid.gov/our_work/cross-cutting_programs/transition_initiatives/country/congo/rpt0304.html, site accessed April 17, 2011.

Governance: ADIF's supreme governing body is the general assembly, which meets annually and provides general guidance for the organization. The general assembly elects the board of directors, which meets four times a year and closely monitors ADIF's operations. ADIF also has a control commission, which reports to the general assembly and conducts financial audits twice each year. The control commission also monitors ADIF's administrative functioning. ADIF has 17 employees: 9 staff work at the Kindu office, and 4 each at the Kasongo and Kalima offices.

ADIF has bank accounts at BIC in Kinshasa and Goma, and at a cooperative in Kindu.
For financial, administrative, and personnel management, ADIF has:

- A procedures manual with policies for financial management; hiring and personnel issues; and purchasing policies and procedures: YES
- A computerized accounting system: NO, but is seeking to obtain accounting software and training for its accountant as part of the current $1.9 million project to construct a new market in central Kindu
- A clearly defined accounting process: YES
- Clear procedures for management of payroll, petty cash, procurement, and disbursements: YES
- Staff with the technical expertise to undertake projects: YES

Strengths:

- Strong ties to local communities, other NGOs, and government officials and agencies
- Members and staff committed to the task of helping women
- The financial and administrative capacities to work with multiple donors at the same time

Needs:

- Its own offices and means of transport to make the organization more self-sufficient
- Expansion of its microcredit program to help more women
- More staff to undertake community trainings and assistance to women whose rights have been violated
- Strengthening of its general assembly to enable it to provide greater organizational oversight and guidance

Funders and budget: For 2010, ADIF's budget was $145,000. For 2011, ADIF is part of a $1.9 million project funded by KFW (a bilateral German fund) to construct a new central market in Kindu. ADIF's only other current funder is the National Endowment for Democracy.

Accomplishments:

- Created 27 women's committees to monitor human rights
- Provided microcredits of $100 to $250 to 125 women
- Funded the education of 20 girls who are survivors of sexual violence
- Identified and supported survivors of sexual violence

- Rehabilitated nine classrooms in a primary school in Kalima
- Conducted trainings for women in Maniema about their civil and political rights
- Assisted with the reinsertion and training of ex-combatants
- Created small farms for goats and pigs, run by women
- Started construction of a new central market in Kindu

Organizational vision: ADIF would like to reaffirm the autonomy of women and their effective participation in the management of the country.

Project proposals:

- **Promoting agro-pastoral development:** ADIF will assist 300 people (mainly women and girls) to produce improved strains of rice and peanuts, and to raise pigs and goats in order to improve their socioeconomic conditions and self-sufficiency. ADIF will also procure equipment to process rice and use this to enhance the price the beneficiaries receive for their products. Cost: $162,000
- **Microcredit for women's businesses:** ADIF will provide 600 women heads of households—including widows and survivors of sexual violence—with access to microcredit and training on business management in order to improve their socioeconomic conditions. Cost: $174,800
- **Institutional capacity building:** ADIF will organize trainings to improve the financial, administrative, and project management skills of local development committees and ADIF staff, and provide technical training to 300 women farmers so they can grow improved strains of rice, corn, cassava, and peanuts. Cost: $98,000

ADRPU—Action for the Rural Development of Punia

Location: Punia, Maniema province

Contact: Paul Mahamba, coordinator, +243.812.143.764, fmukongo@yahoo.fr

Legal status: ADRPU is registered as an NGO with the provincial government.

History: In 1995, five men and women who were originally from Punia, but then living in Kinshasa, formed ADRPU (Action pour le développement rural de Punia) to support development in their homeland. In the mid-1990s, socioeconomic conditions in the Punia area grew worse, due to deteriorating infrastructure in the region and the general decline then taking place in DRC (then Zaire). The founders contributed their own money to launch ADRPU and to support projects on socioeconomic development and health. In 2006, UNDP provided funding that enabled ADRPU to start a community radio station, called Voice of Punia (Sauti ya Punia), which is the only operational radio station in Punia and therefore of great importance to the local community. ADRPU has created 37 clubs, village-level community groups that receive support in terms of seeds, tools, and health education from ADRPU. In addition, the clubs provide news to the radio station, which is broadcast throughout the Punia area. ADRPU is well respected in Punia territory and one of the few functioning groups having a real impact in the community.

Mission: Contribute to the development of Punia territory and the well-being of its population

Objectives:

- Invest in community development activities
- Inform and train the communities of Punia
- Facilitate the people's access to medical care
- Contribute to the eradication of diseases caused by malnutrition

Sectors of intervention: Food security; health; environment; media; conflict prevention

Areas of operation: ADRPU's primary activities are in Punia territory, but its radio broadcasts reach other territories in Maniema and Orientale provinces.

Populations served: The population of Punia territory

Programs:

- **Radio station:** ADRPU operates the only functioning radio station in Punia: the Voice of Punia. ADRPU has 37 clubs in Punia territory that gather information and provide it to the radio station for broadcast. The station also provides airtime for local community-based organizations to talk about their work, and to government officials and agencies.
- **CBO formation:** ADRPU is developing plans to transform its 37 clubs into community-based organizations that implement their own programs on agriculture, public health, and other issues of community importance.
- **Public health education:** ADRPU uses community meetings, printed materials, and radio broadcasts to educate the community about HIV/AIDS and other public health topics.

Governance: ADRPU has a general assembly, which meets once every three years and is the supreme governing body. The members of the general assembly include the founders of ADRPU, who reside in Kinshasa, plus the local members and supporters in Punia. The general assembly elects the board of directors, which consists of five people who meet every six months in Punia. The board implements the directives of the general assembly, oversees ADRPU's activities, and develops ADRPU's annual work plan. The board hires ADRPU's employees in a process that is not open, but which draws upon the expertise of people already affiliated with the organization. ADRPU has nine employees: four are permanent staff and five have annual contracts.

ADRPU has accounts with BIC in Kinshasa and with a cooperative in Kindu. For financial, administrative, and personnel management, ADRPU has:

- A procedures manual with policies for financial management; hiring and personnel issues; and purchasing policies and procedures: NO
- A computerized accounting system: NO
- A clearly defined accounting process: YES

- Clear procedures for management of payroll, petty cash, procurement, and disbursements: YES
- Staff with the technical expertise to undertake projects: YES

Funders and budget: ADRPU's annual budget is approximately $30,000. Funders include FAO and the organization's founders and supporters.

Accomplishments:

- Maintains the only operational radio station in Punia, providing vital news and educational programs to the community
- Provides seeds and tools to farmers
- Promotes information about HIV/AIDS and other public health issues

Strengths:

- A very active membership
- An office and an operational radio station
- One of the most active and important groups operating in Punia territory

Needs:

- Needs to build the capacity of its staff and to increase the strength of the organization through greater administrative and financial procedures
- Materials to enable it to expand its work, including means of transport (motorbikes), office equipment (computers, printers, etc.), and improved seeds to distribute to area farmers
- Greater partnerships with national and international organizations
- Greater resources to maintain its radio equipment and studio

Organizational vision: In the future, ADRPU would like to expand its activities to cover northern Maniema province and to have greater partnerships with local, national, and international organizations.

Project proposals:

- **Capacity building:** ADRPU would like to provide training for its staff in the areas of management, finance, strategic planning, and basic computer skills. As part of this project, ADRPU would like to acquire computers, printers, and other basic office equipment. Cost: $11,000
- **Supporting farmers:** ADRPU would like to provide training, seeds, and tools to the members of its 37 clubs. Cost: $14,550

ANAM—Health and Development Association

Location: Kindu, Maniema province

Contact: Tati Kabengwa Ramazani, coordinator, +243.994.401.978, anam_afia@yahoo.fr

Legal status: ANAM is a registered NGO with the provincial government.

History: In November 1991, ten young people from Kindu founded a small health center called Kindu Health (Kindu Santé) to respond to the great local need for health care. In 1993, this group became ANAM (Afia na Maendeleo) and established a hospital in cooperation with the Belgian development agency (CTB) and the provincial health authorities. This hospital evolved into an important source of medical care for the residents in Kindu, but after CTB funding ended in 2002, ANAM had to restructure its activities and look for funding locally in order to sustain the running cost of the organization. In the effort to develop an internal sustainability strategy, the organization integrated other activities such as education about HIV/AIDS, potable water projects, and rehabilitation of health structures.

Mission: Promote social and medical action that enables people to receive medical care and lead healthy lives

Objectives:

- Provide quality medical care
- Promote public health through collaborative efforts between local organizations and government agencies
- Support and encourage community participation in management of health-care facilities
- Rehabilitate medical structures
- Train public health workers and educate the community about public health

Sectors of intervention: Health

Areas of operation: The Kindu and Kunda health zones in Maniema province

Populations served: ANAM strives to improve health care for the entire population in the health zones where it works, but also has specific activities for women.

Programs:

- **Public health provision:** ANAM provides medical services through its hospital, including specialty programs for pregnant women and young women.
- **Construction:** ANAM constructs and rehabilitates health centers.
- **Vaccination programs:** ANAM promotes and conducts vaccination programs for pregnant women and children up to age five.
- **Community mobilization:** ANAM ensures community participation in the management of health facilities.

Governance: The supreme governing body is the general assembly, which meets every two years and elects the board of directors. The board meets four times a year and oversees the development and operations of ANAM. A monitoring committee conducts an annual internal audit of ANAM's finances and equipment. ANAM has 26 staff, including one doctor, four nurses, and one public health expert.

ANAM has a bank account with BIC in Goma. For financial, administrative, and personnel management, ANAM has:

- A procedures manual with policies for financial management; hiring and personnel issues; and purchasing policies and procedures: YES
- A computerized accounting system: NO
- A clearly defined accounting process: YES
- Clear procedures for management of payroll, petty cash, procurement, and disbursements: YES

Funders and budget: ANAM has an annual budget of $450,000. Funders are Oxfam Novib and Le fond social (funds from the Congolese government).

Accomplishments:

- Constructed and equipped 18 modern maternity centers in Kasongo territory
- Constructed six classrooms and an administrative office for the health institute at Kipaka
- In 2010, trained more than 250 health-care workers in safe motherhood
- Provided medicine to 12 health centers
- In 2010, received and treated 2,569 inpatients

Strengths:

- Well established and well respected in the community
- Provides important medical services to the community
- Well organized and well managed

Needs:

- Increase the knowledge of its staff and expand its services to new areas
- Computerize its accounting system

Organizational vision: Create a Maniema community that is healthy and self-reliant in terms of medical service provision

Project proposals:

- **Constructing a primary school:** ANAM seeks funds to construct and equip the Sengamali Institute in the village of that name, in Kasongo territory. This school will consist of eight classrooms for boys and girls, an administrative office, an office for teachers, and latrines. Cost: $94,700

- **Improving health care for women and children in the Kunda health zone:** ANAM will rehabilitate ten existing maternities and construct one new one; equip the maternities with medications and modern equipment; establish solar panels at each maternity to provide it with electricity; and provide other services and equipment to improve maternal and infant health. Cost: $265,000
- **Assisting female sexual violence survivors:** ANAM will pay for medical care and testing for HIV/AIDS and other sexually transmitted diseases for female survivors of sexual violence in the Kunda health zone. Cost: $44,000

APEF—Association for the Support of the Women of Maniema

Location: Kindu, Maniema province

Contact: Mrs. Daphrose, vice coordinator, +243.990.338.118, apefmaniema@yahoo.fr

Legal status: APEF is a registered NGO with the provincial government.

History: In 2004, a group of women in Kindu created APEF (Association pour l'encadrement de la femme du Maniema) to address the problems faced by women after the repeated conflicts of 1996–2003 in Maniema. These problems included severe economic hardship and various forms of violence perpetrated on women and girls. APEF sought to comprehensively address the needs of women in Maniema and initiated programs to educate women about family planning and HIV/AIDS; to improve the literacy of adult women and single mothers; to provide seeds, tools, and animals to women; to promote the rights of women and children; and to finance small businesses for women. APEF started with an office in Kindu but later established offices in the towns of Kipaka, Kunda, and Kalima. APEF has worked with many national and international partners, including the FCP from KfW, GIZ (formerly GTZ), FAO, UNICEF, the provincial health division, the provincial department of agriculture, and the provincial division of gender, family, and children.

Mission: Accompany women during the process of self-development and help them know their rights in society

Objectives:

- Promote the participation of women in the economic, social, and cultural activities of their communities and Maniema province
- Promote the socioeconomic status of women
- Fight against the violation of women's rights
- Facilitate peace and the reconciliation of communities in conflict
- Facilitate and promote public health
- Invest in agro-pastoral activities

Sectors of intervention: Health; education; agriculture and livestock; human rights; microfinance and microcredit

Areas of operation: Maniema province, especially in Kindu town, and Kasongo and Pangi territories

Populations served: APEF primarily serves the women of Maniema province.

Programs:

- **Public health:** APEF works with health centers and supports them with trainings, medicines, and sensitization on women's issues.
- **Agriculture:** APEF trains and provides agro-pastoral supplies (tools and seeds) to women's community-based organizations.
- **Small business:** APEF gives technical assistance and small loans to women's groups.
- **Gender and justice:** APEF educates, trains, and assists women about their rights, and helps survivors of human rights violations and sexual violence to obtain legal assistance and justice.

Governance: The supreme governing body is the general assembly, which meets once a year. The general assembly selects the management board, which meets every six months to oversee APEF's operations. A monitoring committee meets every three months, reports to the general assembly, and conducts an annual internal audit of APEF's finances. APEF has six permanent staff, including counselors.

APEF has a bank account at Rawbank in Kinshasa and with the financial cooperative COOPEC IMARA in Kindu. For financial, administrative, and personnel management, APEF has:

- A procedures manual with policies for financial management; hiring and personnel issues; and purchasing policies and procedures: YES
- A computerized accounting system: NO
- A clearly defined accounting process: YES
- Clear procedures for management of payroll, petty cash, procurement, and disbursements: YES
- Staff with the technical expertise to undertake projects: YES

Funders and budget: In 2010, APEF's budget was $720,000. Funders include the Fund for the Consolidation of Peace (FCP), GIZ (formerly GTZ), and FAO.

Accomplishments:

- Provided psychological care for 475 women survivors of sexual violence
- Enabled medical care for 253 women survivors of sexual violence
- Established four teaching centers with programs for single mothers and other women in literacy, tailoring, and sewing
- Funded construction of three warehouses/markets in Kunda, Kipaka, and Kalima
- Funded construction of a barn in Kipaka
- Manages 78 hectares (193 acres) of fields for food crops
- Conducted many training sessions for women on HIV/AIDS and other public health issues
- Distributed free mosquito nets impregnated with insecticide to women

Strengths:

- A strong, dedicated staff with extensive experience
- Proven ability to successfully implement projects
- Well respected in the community and on good terms with government officials

Needs:

- Means of transportation, such as motorbikes
- A steady power supply through a generator or solar panels
- Office equipment, such as computers, printers, and photocopiers
- Financing for its programs

Organizational vision: APEF would like to expand its activities to the entire Maniema province, including putting a literacy center for women in all of Maniema's major towns.

Project proposals:

- **Institutional capacity building:** APEF seeks to increase the capacities of the staff in its four offices for administrative and program management. This project would also enable APEF to purchase office equipment, including computers and printers. Cost: $37,400

Association Mwanga

Location: Kindu, Maniema province

Contact: Theophile Barwani, as_mwanga@yahoo.fr

Legal status: Mwanga is a registered NGO with the provincial government.

History: In 1999, a group of women in Kindu formed Association Mwanga ("light," or "enlightenment") to address the status and life conditions of women in Maniema. These women sought to raise community awareness about women's rights and to transform the culture in Maniema, in which women traditionally have few rights and are effectively second-class citizens. Mwanga also recognized the serious problem of sexual violence in Maniema and started a program to provide free legal assistance and representation for female survivors. In recent years, Mwanga has also worked in the environment sector to resolve a conflict between pygmy populations and the government in Maiko National Park, as well as on forest protection. Mwanga has worked with many national and international partners, including the National Endowment for Democracy, UNFPA, Global Rights, Lawyers Without Borders, FAO, the provincial government, and local human rights NGOs in Maniema.

Mission: Sensitize the local community to stand against all forms of violence against women, so that women can enjoy their rights just like any other citizen

Objectives:

- Promote and defend the rights of women and children
- Protect and manage the environment and help local communities to know their rights and responsibilities with respect to the use of forest resources
- Demobilize child soldiers and help their reintegration into community life
- Identify and assist women who are survivors of sexual violence so they can obtain justice
- Promote the agricultural sector, particularly for women farmers

Sectors of intervention: Human rights and civic education; the environment and natural resources; gender and justice; development and food security

Areas of operation: Mwanga works throughout Maniema province, but with greater focus on the territories of Pangi, Kindu, Kibombo, Kabambare, and Kasongo.

Populations served: Mwanga primarily works with women and children, but indirectly engages and serves the entire population of Maniema province.

Programs:

- **Civic education:** Mwanga conducts trainings to raise community awareness and sensitization on the importance of civil marriage and women's right of inheritance.
- **Peace and reconciliation:** Mwanga works to reconcile communities in conflict, particularly in trying to resolve conflict between pygmy populations in Maiko National Park and government officials from ICCN and other agencies.
- **Gender and justice:** Mwanga provides legal assistance to women survivors of gender-based violence.

Governance: The supreme governing body is the general assembly, which meets once a year, provides general guidance for the organization, and elects the board of directors. The board meets every three months and oversees Mwanga's operations, including participating in the hiring of staff. A monitoring committee meets monthly to oversee Mwanga's finances and projects. Mwanga has six permanent staff, including two lawyers.

The organization has a bank account at BIC in Goma. For financial, administrative, and personnel management, Mwanga has:

- A procedures manual with policies for financial management; hiring and personnel issues; and purchasing policies and procedures: NO
- A computerized accounting system: NO
- A clearly defined accounting process: YES
- Clear procedures for management of payroll, petty cash, procurement, and disbursements: YES
- Staff with the technical expertise to undertake projects: YES

Funders and budget: Mwanga's budget is approximately $55,000 each year. Funders include the National Endowment for Democracy and Oxfam Novib.

Accomplishments:

- Provided legal and psychosocial assistance to 550 female survivors of sexual violence
- Raised community awareness in Punia and Kailo about the management of forest resources; in addition, educated local communities about the importance of paying taxes and also holding local officials accountable for spending the tax money to provide better public services
- Succeeded in helping the pygmy population to move out of Maiko National Park after a protracted negotiation process

Strengths:

- Qualified staff that works well as a team
- Two lawyers on staff who provide legal help to female survivors of sexual violence
- Well known and well respected in Maniema

Needs:

- A comprehensive procedures manual to formalize its internal management and financial policies
- A well-developed strategic plan to guide its activities
- Computer equipment for its office, including accounting software

Organizational vision: Create a society in Maniema that respects and protects the rights of women

Project proposals:

- **Forest protection:** Mwanga seeks funds to organize communities and provide training to create better local management of forest resources in Pangi, Kasongo, and Kibombo territories. Cost: $32,000
- **Organizational capacity building:** Mwanga seeks funds to acquire computers and software, create a procedures manual and strategic plan, and provide trainings for its staff on administrative, financial, and project management. Cost: $25,000
- **Stopping traditional weddings:** Mwanga proposes launching a campaign to raise awareness of the problems with traditional weddings, in which women cannot inherit land or their husband's property, and in which women are subjected to degrading treatment upon the death of their husband. The goal is to help women achieve greater social and economic power, in the household and in the community. This project will take place in Kasongo and Kabambare territories. Cost: $55,000

Caritas Kindu

Location: Kindu, Maniema province

Contact: Abbé Francois, director, +243.816.886.750, caritaskindu@yahoo.fr

Legal status: Caritas is registered as an NGO with the provincial government.

History: Caritas officially started in January 2002 in Kindu. When Caritas started, it inherited a set of development programs from the Catholic diocese's farming department, including distribution of seeds and pigs, and rehabilitation of schools, health centers, and other social infrastructure. To improve the diocese's development work, the bishop authorized creation of a branch of the national Caritas organization at Kindu. The main office in Kindu works closely with community-based groups known as shirikas, which are local development associations affiliated with the Catholic church but open to Catholics and non-Catholics alike. Caritas also has four small bureaus in Kibombo, Kailo, Punia, and Kasongo. Caritas in Kindu has worked with many national and international partners, including USAID,[44] the Episcopal Commission Caritas–Development Congo, the Episcopal Commission for Justice and Peace Congo, Caritas Italy, CRS, UNDP, MONUSCO, UNICEF, OCHA, FAO, WFP, the Sovereign Order of Malta, CTB, MERLIN, COOPI, and Memisa Belgium.

Mission: Develop the spiritual and material well-being of the people of Maniema

Objectives:

- Initiate and support medical activities for preventive, promotional, and curative health
- Initiate and implement community development activities to improve people's living standards
- Organize social and charitable activities
- Rehabilitate and/or build social infrastructures such as schools and health centers
- Promote gender equality and justice for all
- Promote peaceful cohabitation and lasting peace in Maniema

Sectors of intervention: Health; food security and sustainable development; gender equality; microfinance; protection of the environment; protection and promotion of, and assistance to, the vulnerable and disadvantaged; human rights and civic education; peace, justice, and peaceful cohabitation

Areas of operation: Caritas covers the entire Maniema province through its main office in Kindu and bureaus in Kibombo, Kailo, Punia, and Kasongo.

Populations served: Caritas primarily works with people of the Catholic faith, but also works with and for the general population of Maniema.

[44] CRS, " 'Peace Train' crosses Eastern Congo, brings hope to war-torn region," July 2, 2004, http://reliefweb.int/node/149644, site accessed May 19, 2011.

Programs:

- **Diocesan Bureau of Caritas (Bureau diocésain de Caritas):** This program organizes social activities, carries out rehabilitation work, and is responsible for the rapid response to emergencies.
- **Diocesan Bureau of Development (Bureau diocésain de développement, or BDD):** This is the community development department, which assists local populations in efforts to promote self-sufficiency. It provides trainings on agro-pastoral and business opportunities, and helps communities make long-term development plans.
- **Diocesan Bureau of Medical Work (Bureau diocésain des œuvres médicales, or BDOM):** This is the health department, which carries out public health care and health education.
- **Diocesan Commission on Justice and Peace (Commission diocésaine justice et paix, or CDJP):** This program undertakes activities on human rights, good governance, and conflict resolution.

Governance: The bishop of Kindu diocese is the chief executive of Caritas in Kindu, but the supreme body of management and representative structure is the general assembly, which consists of parish priests. The general assembly meets at the end of each year to evaluate the performance of the executive office against the initial planning. The general assembly selects a board of directors, which meets every three months, and ensures compliance with directives and programs. The board also closely monitors the four specialized programs (described above). Caritas employs 40 people, but also receives substantial assistance from dozens of volunteers. Caritas has staff with the technical expertise to undertake projects, including rural development technicians, doctors and health technicians, and people with graduate training and professional experience in business administration.

Caritas has bank accounts with BIC in Goma; BCR in Gisenyi, Rwanda; and BCDC in Kinshasa. For financial, administrative, and personnel management, Caritas has:

- A procedures manual with policies for financial management; hiring and personnel issues; and purchasing policies and procedures: YES
- A computerized accounting system: YES
- A clearly defined accounting process: YES
- Clear procedures for management of payroll, petty cash, procurement, and disbursements: YES
- Staff with the technical expertise to undertake projects: YES

Funders and budget: For 2010, Caritas had a budget of $975,000. Funders include Caritas (Italy), the European Union, CORDAID, and Memisa Belgium.

Accomplishments:

- Provided mentoring and psychosocial support for 1,200 demobilized child schools, and helped them enter the education system in the Kindu diocese
- Helped with the socioeconomic reintegration of 200 female ex-combatants in Maniema province

- Established a summer camp for at-risk youth in Kindu
- Rehabilitated two major roads and one bridge
- Established 30 water points and conducted community trainings on hygiene and sanitation at six localities in the Punia health zone
- Reconstructed six schools in Kindu town and provided classrooms with desks
- Constructed six classrooms in Libenga
- Provided psychosocial care and socioeconomic reintegration support for survivors of sexual violence in Punia and Kailo territories
- Piloted the Great Lakes Cassava Initiative (GLCI), which distributed improved tubers of cassava (that grow to maturity in 9 months instead of the normal 12) and encouraged people to use them to increase their food security
- Maintains the Lokandu boat, which ferries people and products across the Congo River
- Provided equipment and training for obstetric and neonatal emergency care in the Ferekeni health zone, and gave equipment for the surgery room in the Kitulizo hospital
- Repaired 20 bridges in the Kindu–Samba area

Strengths:

- A well-organized management structure
- A professional and dedicated staff
- Strong relationships with international donors and partners
- Strong ties to local communities through its bureaus, churches, and "shirika" community groups

Needs:

- Greater financial assistance and staff to meet community demands
- Training to increase the financial and administrative capacities of its staff

Organizational vision: Caritas seeks to improve the socioeconomic and spiritual conditions of life for the population of Maniema.

Project proposals:

- **Improving health care in Maniema:** Caritas would like to improve the health system in Maniema province by constructing or rehabilitating and equipping 13 health centers. Cost: $450,000
- **Agriculture and food security project:** This project will improve food security in Maniema by providing training to local farmers, helping them to expand cassava crops, and assisting small businesses with machines to process cassava. Cost: $481,000
- **Improving education infrastructure:** This project will fund rehabilitation and equipment of classrooms, plus construction of toilets and water points at schools. Cost: $490,850

COFEKI—Kibombo Women's Collective

Location: Kibombo, Maniema province

Contact: Wilhelmina Fatuma Upelele, president, or Chantal Zawadi, +243.815.673.398, +243.994.325.740, cofekimaniema@yahoo.fr

Legal status: COFEKI is a registered NGO with the provincial government.

History: COFEKI (Coopérative des femmes de Kibombo) formed in 2004 to unify local women's associations. The cooperative initially had strong ties to the Catholic Relief Service (CRS) and Catholic church, but, concerned about being considered a group for Catholic women only, COFEKI consciously reached out to women's associations regardless of their religious orientation. The common bond uniting the eight women's associations currently part of COFEKI is a concern for the rights and socioeconomic status of women in Kibombo territory (one of Maniema province's seven territories). In the culture of Maniema, men generally consider and treat women as inferiors, and use their labor as a means to acquire income. COFEKI works to organize, educate, and empower the women of Kibombo territory in order to increase their self-esteem and knowledge, and to improve the socioeconomic status of women and their families. COFEKI also specifically works to prevent gender-based violence and assist survivors of such violence. It uses a variety of means to educate the Kibombo population, including broadcasting educational programs and dramas on local radio, organizing community meetings and training workshops, and putting on plays with the assistance of the Kinshasa-based cultural group Centre Lokolé. COFEKI has also worked with the United Nations Fund for Women (UNIFEM).

Mission: Contribute to the integral development of the community through harmonious, gender-based equality

Objectives:

- Fight against sexual violence and prevent violence of any sort through community education and sensitization
- Train women about their rights and responsibilities
- Support women's initiatives in the community
- Teach women how to read and write
- Initiate community development activities for the socioeconomic promotion of women

Sectors of intervention: Prevention of sexual violence; human rights (especially women's rights); education; small-business development

Areas of operation: COFEKI works in Kibombo territory, Maniema province.

Populations served: Women and young girls

Programs:

- **Community sensitization:** COFEKI carries out community education on aspects such as the fight against gender-based violence, human rights, and good governance. As part of this effort, COFEKI puts on plays, records them on video, and then distributes the videos through its member associations for their use in educational efforts.
- **Psychosocial support:** COFEKI provides psychological support and counseling to the survivors of sexual violence.
- **Agro-pastoral support:** COFEKI undertakes agricultural activities and facilitates its member associations' access to various tools, improved seeds, and goats.
- **Microcredit:** The organization gives small amounts of money to various women's groups to support their activities. When COFEKI is reimbursed, the funds are given to another women's group.

Governance: COFEKI's supreme governing body is the general assembly, which meets annually and consists of representatives of the eight member associations. The general assembly decides the overall focus and programs for the coming year, and elects the board of directors, which meets quarterly and monitors COFEKI's work. COFEKI has ten employees: four are permanent and six are temporary workers. The employees come from the member associations; therefore, there is not an open hiring process.

COFEKI has an account in the financial cooperative IMARA, which is in Kindu, but it maintains money locally with a priest at the Catholic parish. For financial, administrative, and personnel management, COFEKI has:

- Purchasing policies and procedures: YES, but it needs improvement
- A computerized accounting system: NO
- A clearly defined accounting process: YES
- Clear procedures for management of payroll, petty cash, procurement, and disbursements: YES
- Staff with the technical expertise to undertake projects: YES

Funders and budget: COFEKI's annual budget is approximately $15,000. COFEKI currently has no external funders, but obtains its funding from contributions of the member associations and from revenue created through the sale of goats and crops from COFEKI's garden plots.

Accomplishments:

- Community sensitization about HIV/AIDS using a mobile cinema
- Community sensitization about the fight against all kinds of gender-based violence
- Dissemination of the new law against gender violence through training and distribution of 1,000 pamphlets
- Social reinsertion of 50 female survivors of sexual violence

Strengths:

- Member groups that are unified and focused on helping women and young girls
- Motivated and well-trained staff
- A motorbike, computer, solar panel, and other materials necessary for a functioning office

Needs:

- Upgraded office equipment, including sewing machines, computers, and printers
- Organizational capacity building for COFEKI staff and member associations
- Greater financial resources, and sustainable sources of funding

Organizational vision: COFEKI's vision is to have a Kibombo community that promotes and protects the right of women. It would like to create a society that promotes the emergence of women leaders, giving women equal opportunities in the home and in the community.

Project proposals:

- **Psychosocial support to women survivors of sexual violence:** COFEKI would like to expand on a previously funded project to provide counseling services to women and girls who are survivors of sexual violence. Cost: $12,500 (for one year)
- **Organizational capacity building:** This project would provide leadership and organizing training for the women leaders of COFEKI's eight member associations. Cost: $4,038 (for four months)
- **Microcredit for small-business development:** COFEKI would like to have a larger fund for its microcredit activities. The money would be provided to women in the member associations for small businesses and other needs, and the fund replenished through repayments. Cost: $4,080

COOPADEM—Cooperative of Agricultural and Artisanal Production for the Development of Maniema

Location: Kasongo, Maniema province

Contact: Suen Bin Modeste Shabani, director, +243.813.136.043, sautiyamkaaji@yahoo.fr

Legal status: COOPADEM is a registered NGO with the provincial government.

History: COOPADEM (Coopérative de production agricole et artisanale pour le développement du Maniema) started in 2000 to help people living in poverty and affected by war. As its name suggests, COOPADEM initially focused on helping farms improve their productivity. While continuing its agro-pastoral work, COOPADEM secured a $57,000 grant from USAID/Chemonics to set up a radio station.[45] This station, called Peasant's Voice (Sauti ya Mkaaji), has since become one of the most important sources of news for the people of southern Maniema. COOPADEM is an active member of several networks, especially in the media field, including the Federation of Community-based

[45]USAID, "USAID/OTI DRC Field Report March 2004," http://www.usaid.gov/our_work/cross-cutting_programs/transition_initiatives/country/congo/rpt0304.html, site accessed April 17, 2011.t

Radios of the Congo,[46] the World Association of Community Radio Broadcasters, [47] CRONGD, RATECO, and the Technical Centre for Agricultural and Rural Cooperation. COOPADEM has worked with many local and international partners, including CARE International, Caritas, Fondation Hirondelle, Institut Panos Paris, CTA, UNICEF, Centre Lokolé, BTC, and Benevolensia.

Mission: Initiate development activities in order to fight against poverty and social inequality in Maniema province

Objectives:

- Promote community welfare
- Train and inform communities about their rights and responsibilities
- Initiate and engage in community development work
- Protect natural resources and the environment
- Promote gender equality and power sharing
- Work with governmental organizations and ensure good governance

Sectors of intervention: Food security; good governance; media; community development

Areas of operation: Southern Maniema province, specifically the territories of Kasongo, Kibombo, and Kabambare, as well as part of Pangi territory

Populations served: Farmers and peasants, who make up the majority of the population in southern Maniema; also government officials

Programs:

- **Agriculture-related activities:** COOPADEM trains local farmers on how to improve their productivity and facilitates the provision of seeds and tools to them.
- **Radio station:** COOPADEM's radio station serves as a sensitization tool not only for COOPADEM, but also for other partners. COOPADEM provides educational programming and broadcasts legal texts in order to foster good governance and responsible citizenship.
- **Community development:** COOPADEM facilitates trainings for local CBOs, so they can better undertake community development projects.
- **Fish ponds:** COOPADEM maintains fish ponds where local people work, but the profits are split between the organization and the workers.

Governance: The supreme governing body is the general assembly, which meets every two years and selects the board of directors. The board meets every three months to monitor the organization's work and review employee performance. The board has responsibility for hiring staff, and takes an active role in the organization's activities. COOPADEM has 22 permanent staff.

[46]Fédération des Radios de Proximité de la R.D. Congo, http://www.frpcmedias.net/, site accessed May 25, 2011.
[47]World Association of Community Radio Broadcasters, http://portal.unesco.org/ci/en/ev.php-URL_ID=16278&URL_DO=DO_TOPIC&URL_SECTION=201.html, site accessed May 25, 2011.

COOPADEM does not have a bank account but has accounts at the microfinance institutions CADECO and COOPECEDE in Kindu. For financial, administrative, and personnel management, COOPADEM has:

- A procedures manual with policies for financial management; hiring and personnel
- issues; and purchasing policies and procedures: NO
- A computerized accounting system: NO, but tracks finances using Excel
- A clearly defined accounting process: YES
- Clear procedures for management of payroll, petty cash, procurement, and disbursements: YES
- Staff with the technical expertise needed for its programs: YES

Funders and budget: In 2010, COOPADEM's budget was $47,000. For 2011, COOPADEM has no external funders and is raising its own funds from the people of southern Maniema to sustain its activities.

Accomplishments:

- In 2010, provided agricultural tools to 600 households
- Trained more than 150 community-based organizations on management, community development, planning, and small-business development
- Operates a popular and important community radio station
- Initiated and coordinates an association of media outlets in Maniema province
- Created a radio station and established 225 community clubs to support the radio station and provide it with news and information

Strengths:

- Has well-equipped offices and trained, professional staff
- Has its own funding sources—for example, through the sale of fish from its fish ponds

Needs:

- Capacity building for administrative, financial, and radio station staff
- Partners to provide financial and technical support
- Construction of a building on land it owns, so it can move the radio station from its current location in a rented house

Organizational vision: Become the main radio station in Maniema

Project proposals:

- **Creating a community cybercafe in Kasongo:** This project will pay for computers, printers, a scanner, and Internet connection, providing badly needed Internet access to the Kasongo community. Cost: $15,755

- **Organizational capacity building:** This project will focus on training female journalists and technicians to sustain COOPADEM's radio station. COOPADEM has lost two of its most experienced staff to Radio Okapi and seeks to recruit and train women, whom it believes are more rooted and committed to the community, and less likely to leave for higher-paid employment. Cost: $14,890

CRONGD—Regional Board of National Development Organizations–Maniema

Location: Kindu, Maniema province

Contact: Denis Luganu, executive secretary, +243.993.825.004, crongdmaniema@yahoo.fr

Legal status: CRONGD Maniema is a member of the national CRONGD association and a registered NGO with the national government.

History: In 1990, UNDP helped community-based organizations in Maniema establish CRONGD (Conseil régional des organisations national de développement) Maniema as a branch of the national CNONGD (Conseil national des organisations national de développement) association. CRONGD is an umbrella organization for local groups working in many humanitarian and development sectors. It helps these groups to interact, share information and ideas, and lobby in support of their activities. CRONGD also helps facilitate trainings for the member groups on technical skills and financial and administrative management. CRONGD had 58 members until five years ago, when it expelled 14 members who did not comply with its guidelines for membership; therefore, it currently has 44 active members. CRONGD has worked with many international partners, including Oxfam Novib, UNDP, GIZ (formerly GTZ), and Swiss Cooperation (Coopération Suisse). CRONGD has also received technical assistance from the U.S. Embassy in Kinshasa and Christian Aid.

Mission: Develop a forum of exchange and collaboration for community-based organizations, which enables those groups to improve their management, operations, and impact

Objectives:

- Inform and train the leaders of the member organizations
- Facilitate the exchange of experience and information among members
- Lobby and advocate for more support and attention to the work done by the platform and its members
- Facilitate and contribute to the development of an effective civil society
- Promote gender equality

Sectors of intervention: Human rights and good governance; food security; community development; gender and justice; media; environmental protection; health and WASH

Areas of operation: The entire Maniema province

Populations served: CRONGD primarily serves community-based organizations, but indirectly serves the entire population of Maniema.

Programs:

- **Training and information sharing:** CRONGD builds the capacities of its members and facilitates a forum for information sharing among its members.
- **Social infrastructure:** CRONGD takes an active role in constructing and rehabilitating schools and hospitals. CRONGD has also helped rehabilitate roads to improve farmers' access to markets.
- **Lobbying and advocacy:** CRONGD represents local organizations before the provincial government. It uses this opportunity to advocate on behalf of all local organizations and to influence government policy.
- **Good governance:** CRONGD collaborates and works with local governments and monitors government actions on governance, the budget, and human rights protection.
- **Agriculture and farming:** CRONGD provides technical assistance to farmers, including those outside its member network. It also works with farmers on transporting goods to market.
- **Civic education:** CRONGD uses the radio to educate the community about its civic rights and responsibilities.
- **Peace and reconciliation:** CRONGD works to reconcile communities in conflict and to initiate activities that encourage pacific cohabitation.
- **Gender and justice:** CRONGD promotes gender equality, inclusion of gender considerations in development processes, and the emergence of women leaders.

Governance: Although CRONGD is part of the national platform known as CNONGD, CRONGD at the provincial level remains independent. The supreme governing body is the general assembly, which consists of representatives of the member groups, meets annually, and deals with the major internal operations and external relations of the organization. The general assembly selects the board of directors, which meets every three months and closely monitors the organization's operations. The board hires CRONGD's executive secretary, but all other staff is hired in a transparent and competitive process. CRONGD has 15 permanent employees and two volunteers.

CRONGD has a bank account with BIC in Goma and with the financial cooperative COOPEC IMARA in Kindu. For financial, administrative, and personnel management, CRONGD has:

- A procedures manual with policies for financial management; hiring and personnel issues; and purchasing policies and procedures: YES
- A computerized accounting system: YES
- A clearly defined accounting process: YES
- Clear procedures for management of payroll, petty cash, procurement, and disbursements: YES
- Staff with the technical expertise to undertake projects: YES

Funders and budget: CRONGD's annual budget is approximately $300,000. Funders include Oxfam Novib and UNDP.

Accomplishments:

- Led the way to include gender in development processes in Maniema
- Opened a community library in Kindu
- Facilitated the disarmament of combatants
- Opened the first cybercafe in Kindu (currently not functioning)
- Built 16 water sources and nine schools
- Advocated to the government to incorporate funding for local NGOs into the provincial budget; this is meant to be effective in 2011
- Participated in the creation of an effective civil society in Maniema

Strengths:

- Effective partnerships with government officials and agencies
- Capable of mobilizing community action for quick lobbying
- Competent staff

Needs:

- Financing to meet the demands for its services and assistance
- Greater integration of youths and youth issues into its work
- A newer, bigger office and new office equipment
- Capacity building for staff on project, administrative, and financial management

A classroom at a school in Lwama, near Kindu.

Organizational vision: Be the main organization coordinating and supporting the work of community-based organizations in Maniema province

Project proposals:

- **Promoting democracy, decentralization, and good governance:** CRONGD proposes to conduct a series of trainings for provincial and local government officials, military and police officials, religious leaders, and local and customary leaders about the laws and processes for decentralization and good governance, as well as for local and national elections. Cost: $100,000
- **Reinforcing local farming structures:** CRONGD proposes to organize 15,000 peasant farmers in northern Maniema into 500 networks of 30 people each. This area has few organized social structures and is neglected by international funders. CRONGD will provide the groups with training and support to promote good governance at the local level and to exchange information about best practices, in order to improve their socio-economic conditions. Cost: $100,000
- **Institutional capacity building:** CRONGD will organize trainings to improve the financial, administrative, and project management of its member organizations. In addition, CRONGD will purchase office equipment and means of transport to better enable it to undertake its work. Cost: $100,000

DFF—Department for Women and Family

Location: Kindu, Maniema province

Contact: Philomine Azama Asini, +243.998.910.871, dffkinduma@yahoo.fr

Legal status: DFF is a registered NGO with the national and provincial governments.

History: In 1988, after the division of Kivu province into three provinces (Maniema, North Kivu, and South Kivu), the Maniema branch of the Protestant church in DRC (Eglise de Crist au Congo, or ECC) created DFF (Département femme et famille) to coordinate its work on behalf of women and families. The aim was to create a strategy for women's engagement in the church, as well as in society. This was significant, as the Protestant church in DRC had traditionally marginalized women in its management and activities. For decades, the church taught that women should be submissive to their husbands and all male figures. DFF is officially part of ECC, but acts independently and is headed by women. It has offices in each of Maniema's seven territories and works closely with church groups as well as local community-based organizations.

Since its inception, DFF has focused on a range of social and economic activities to assist women, including a unique literacy program for adult women. One unintended effect of its work over the last 20-plus years is its creation of many strong female leaders. These women serve as role models for other women and are capable of organizing and implementing a range of programs. DFF is an active member of local NGO networks and has collaborated with many international partners, including UNFPA, WFP, UNICEF, GIZ (formerly GTZ), and ICCO.

Mission: DFF seeks to improve society by building the capacities of women to engage in activities that increase their living standards and enhance their social and economic power.

Objectives:

- Improve the living standards of rural women through agro-pastoral activities, small-business development, and education
- Train and educate women about human rights, and about civil rights and responsibilities
- Engage in lobbying and advocacy to inform society about women's challenges and socio-economic conditions, as well as their importance as the backbone of the family and their strategic role in community development

Sectors of intervention: Food security; education and professional training; sexual violence; human rights; health

Areas of operation: The entire Maniema province

Populations served: DFF primarily works with women, but more broadly engages with the entire society in Maniema to promote the rights and status of women, as well as to advance the importance of family.

Programs:

- **Vocational training:** DFF trains women in sewing and baking to provide or improve skills that can enable them to achieve greater economic security and enhanced social status.
- **Adult literacy education:** DFF operates a literacy program to teach women how to read and write. It offers classes at three levels of proficiency.
- **Sexual violence:** In partnership with other organizations in the sexual violence sector, DFF assists survivors with social integration and ensures their participation in treatment programs.
- **Agricultural assistance:** DFF provides training, seeds, and tools to women to increase the productivity of their garden plots.
- **Microcredit for small-business development:** DFF provides small loans to women who want to start small businesses.

Governance: DFF is governed by a general assembly, which is part of ECC. The general assembly meets once each year in April and sets overall guidance for the organization. The general assembly selects a board of directors, which meets every six months and implements the directives of the general assembly. DFF also has a monitoring and control board, which meets every six weeks to monitor the group's finances and activities. The Kindu office has 13 permanent staff.

DFF has a bank account with BIC in Goma and with the financial cooperative COOPEC IMARA in Kindu. For financial, administrative, and personnel management, DFF has:

- A procedures manual with policies for financial management; hiring and personnel issues; and purchasing policies and procedures: YES
- A computerized accounting system: NO
- A clearly defined accounting process: YES
- Clear procedures for management of payroll, petty cash, procurement, and disbursements: YES
- Staff with the technical expertise to undertake projects: YES

Funders and budget: DFF's annual budget is approximately $100,000. Recent funders include ICCO, Kerk in Actie, GIZ (formerly GTZ), and UNFPA. It also earns money through renting out a conference room in its Kindu office ($50 per day) and selling baked goods and other foods at meetings in its building.

Accomplishments:

- Construction of its own office, including three rooms for program activities and a conference room
- Rehabilitation of a primary school in Tuungane
- Support for women's socioeconomic improvement through provision of agricultural support and microcredit for small-business development
- Numerous trainings on women's rights
- Support for the social integration of female survivors of sexual violence

Strengths:

- A strong presence in Maniema through its seven offices in each of the province's territories
- Social capital and prestige as a result of its connection with the Protestant church and its long history of activities to support women
- A qualified staff, including strong women leaders at the community level

Needs:

- DFF has difficulty with communications among its various offices due to the poor state of transportation and communication infrastructures in Maniema province.
- DFF needs training in administration and finance to improve the professionalism and capacities of its staff.
- DFF lacks finances to meet the demands for its services.

Organizational vision: Continue to increase the socioeconomic status of women and build the capacities of women and women's groups both within and outside the Protestant church

Project proposals:

- **Supporting vulnerable girls through professional training:** This project will extend DFF's adult programs in sewing and baking to vulnerable girls—i.e., girls who are survivors of sexual violence, disabled, gave birth at a young age, etc. It will take place at eight sites in Maniema province and last for nine months. Cost: $55,000
- **Educating women about their rights:** This project will train women in rural areas about their civil rights. It will coordinate trainings in each of Maniema's seven territories with local women's groups and other community-based groups. Cost: $45,000
- **Organizational capacity building:** DFF would like to provide training in capacity building for the staff in all its offices. Specifically, DFF would like to organize training sessions on financial, staff, and project management. Cost: $50,000

Faraja School Complex

Location: Kindu, Maniema province

Contact: Ngongo Ngenyanga, +243.853.939.747, +243.810.520.176, ngenyanga@yahoo.fr

Legal status: The Faraja School Complex is registered as an NGO with the provincial government.

History: The Faraja School Complex (Complexe scolaire Faraja) is a school founded in 2005 for children with hearing and/or speech impairments in Maniema province. The founder, Ngongo Ngenyanga, is a specialist in sign language who was concerned about the lack of educational opportunities for impaired children. After conducting an initial survey of Kindu town and identifying 30 deaf children marginalized by their families because of hearing impairments, Mr. Ngenyanga launched the school using his own money. He started by training another teacher in sign language and receiving materials from a school for the deaf in Kisangani (in Orientale province). The Faraja School Complex now has a nursery school and primary school for impaired children, plus a primary school for hearing pupils. This year the primary school for impaired children will have its first graduates, who will take the national test for completion of primary education (Test national de fin d'études primaries, or TENAFEP). For fall 2011, the Faraja School Complex plans to start a secondary school for the graduates of its primary school. In addition, the Faraja School Complex has a professional training center for impaired adults, which offers trainings in sewing and carpentry. Faraja has worked with international donors, including UNDP, GIZ (formerly GTZ), UNICEF, and RENADEF.

Mission: The Faraja School Complex seeks to give deaf and mute children the opportunity to freely express themselves and have the chance to benefit from formal education. The center also seeks to assist youths and adults with life skills so they can become self-reliant through various entrepreneurial activities.

Objectives:

- Give hearing- and speech-impaired individuals the ability to read and write
- Offer a comprehensive, quality education to children with hearing and speech impairments

- Provide vocational training to adults with hearing and speech impairments

Sectors of intervention: Education; vocational training

Areas of operation: Kindu town, but the school is open to any deaf and/or mute person in Maniema province

Populations served: The Faraja School Complex primarily works with deaf and mute individuals but also with nonimpaired youths attending its primary school.

Programs:

- **Nursery school:** Thirty-seven children are enrolled in the nursery school. Students learn sign language in addition to a standard curriculum.
- **Special primary school:** One hundred fifty children are enrolled in the special primary school. Students learn sign language in addition to a standard curriculum.
- **Regular primary school:** Eighty-nine children are enrolled in the regular primary school. Students learn only a standard curriculum.
- **Carpentry class:** Eleven adults are enrolled in the carpentry class.
- **Sewing class:** Nineteen adults are enrolled in the sewing class.
- **Teacher training:** The Faraja center's founder has trained 12 teachers in sign language, all of whom currently work in the center's schools. There are weekly training sessions for all teachers.
- **Community education:** The Faraja center conducts frequent sensitization sessions in Kindu to inform schools, religious institutions, and other organizations about hearing impairment and the hearing impaired.

Governance: The Faraja center has a general assembly that meets once a year to review the center's past and future work plans. The general assembly appoints a management committee that meets once a month to oversee the center's activities and conducts internal evaluations of the school's programs. The management committee also consults with a parents committee, which meets quarterly. The parents committee oversees the center's finances, of which 30 percent is allocated for operational expenses and 70 percent for teachers' salaries. An internal committee meets once a week to review the school's programs; it reports to the management committee. The center has 18 staff: seven teachers for the hearing and speech impaired, five teachers for hearing students, two teachers for sewing, two teachers for carpentry, and two employees for administration and management. All employees undergo three months of training in sign language, as well as regular refresher training.

The Faraja center has an account with the financial cooperative COOPEC IMARA. For financial, administrative, and personnel management, the Faraja center has:

- A procedures manual with policies for financial management; hiring and personnel issues; and purchasing policies and procedures: YES
- A computerized accounting system: NO
- A clearly defined accounting process: YES

- Clear procedures for management of payroll, petty cash, procurement, and disbursements: YES
- Staff with the technical expertise to undertake projects: YES

Funders and budget: For 2010, the Faraja center's budget was approximately $21,500. Funders include national and provincial government agencies, school fees, donations from local residents, and profits from selling clothes, furniture, and bricks made by its vocational students.

Accomplishments:

- Construction of a building with three classrooms
- Establishment of two schools and two vocational-training classes for people with hearing and/or speech impairments
- In 2011, the first deaf students in Maniema will sit for the national primary school test.

Strengths:

- A dedicated and qualified staff
- The only formal center for hearing- and speech-impaired persons
- Its own building

Needs:

- Computers for use in its education programs
- Electricity and access to drinking water
- Greater financial and professional support for its teachers
- A health center with specialized care for people with hearing and speech impairments
- More and better sewing machines for its class

Organizational vision: Become a reference center that offers formal and professional education to hearing- and speech-impaired youths in Maniema. In the long run, the organization would like to open education centers in each of Maniema's seven territories.

Project proposals:

- **Constructing new classrooms:** The Faraja center would like to construct six new classrooms for its current nursery and primary school classes, and for its vocational training programs. In addition, it would use the additional space to enable creation of a secondary school. Cost: $88,750 (for six months)
- **Constructing and equipping a health center:** The Faraja center would like to create a comprehensive health center that has specialized services for the hearing and speech impaired. The project would involve construction of a health center, acquisition of basic medicines and equipment, and training of medical staff in sign language.
  Cost: $51,920 (for six months)

- **Vocational training project:** This project would equip a sewing workshop with new machines and materials, to improve the Faraja center's current sewing class. It will also provide starting kits for thirty individuals with hearing and/or speech impairments. Cost: $30,552 (for three months)

HBM—Rights of the Human

Location: Kindu, Maniema province

Contact: Raphael Upelele Lokenga, executive secretary, +243.993.391.038, hakizabinad@yahoo.fr

Legal status: HBM is a registered NGO with the provincial government.

History: HBM (Hazi za binadamu) traces its roots back to 1990, when it was part of a human rights network known as the Zairian League for Human Rights (Ligue Zairoise de droits de l'homme, or LIZADHO). In 1992, HBM became independent, and in 1994, it was registered with the provincial government. Formed to address government abuses during the late Mobutu period, HBM has since expanded its work to sensitize both government officials and the general population about human rights and the law. HBM has worked with many international donors, including USAID,[48] the National Endowment for Democracy, and MONUSCO.

Mission: Create a society in which all people are equal, people are knowledgeable about their rights, and the government protects and respects human rights

Objectives:

- Promote and protect fundamental human rights
- Fight social inequality and/or discrimination
- Promote democracy and good governance
- Monitor government actions toward the population
- Denounce cases of human rights violations
- Campaign for freedom of expression

Sectors of intervention: Human rights; good governance; media

Areas of operation: HBM covers the whole of Maniema province, with particular attention to the territories of Kibombo, Kasongo, Kabambare, Punia, Lubutu, and Kindu.

Populations served: HBM serves the Maniema community as a whole, but with a particular focus on women and children.

Programs:

- **Human rights network:** HBM initiated and works with a grassroots network known as the Friends of Human Rights. HBM trains this network of local activists on various issues related to human rights, democracy, and good governance.

- **Community library:** Since 2003, HBM has operated a community library that currently has more than 1,500 books. The library is open to anyone upon payment of the registration fee of $1 per month.
- **Community radio:** HBM operates a radio station, which it uses to promote its own messages about human rights and enable other groups to promote messages that contribute to the improvement of Maniema society.
- **Legal assistance:** HBM provides free legal assistance to all victims of human rights violations.
- **Good governance education:** HBM sensitizes the community about responsible citizenship and runs public information sessions on peace and reconciliation.
- **Human rights training:** HBM trains local officials, local leaders, and the military about human rights and the law.

Governance: The supreme governing body is the general assembly, which meets every three years. The general assembly selects a board of directors, which meets every six months, guides the management of the organization, and contributes to its strategic development. The executive secretary manages the organization and its staff and reports to the board of directors. In 2010, HBM revised its legal statutes to create a monitoring commission. HBM has ten employees; eight are permanent staff and two are temporary workers.

HBM has a bank account at BCR in Gisenyi, Rwanda and at ProCredit bank in Kinshasa. For financial, administrative, and personnel management, HBM has:

- A procedures manual with policies for financial management; hiring and personnel issues; and purchasing policies and procedures: YES
- A computerized accounting system: NO, but it copies its manual records into Excel
- A clearly defined accounting process: YES
- Clear procedures for management of payroll, petty cash, procurement, and disbursements: YES
- Staff with the technical expertise to undertake projects: YES

Funders and budget: In 2010, HBM's budget was $70,000. For 2011, HBM expects its budget to grow to $75,000. Funders include the National Endowment for Democracy, MONUSCO, and Global Rights.

Accomplishments:

- In 2010, conducted more than 40 mobile judicial clinics in Maniema
- Provided free legal assistance and orientation to more than 550 victims of human rights abuses
- Initiated a consultation council for groups working in the human rights sector. This cluster meets the last Friday of every month to exchange information and share experiences.

- Implemented and manages a community library in Kindu town
- Led the creation of a human rights network, Club of Friends of Human Rights (Club des amis de droit de homme), involving 180 community groups in all seven territories of Maniema

Strengths:

- Active member and leader of the human rights community in Maniema
- Good collaboration and networking with international partners
- Comprehensive coverage of the province, which is notable considering the problems with communication and transportation infrastructure in Maniema

Needs:

- Improve the accounting system, which is still done manually, though using Excel
- Expand the radio network to the entire province
- Train staff and grassroots human rights networks on current issues and law

Organizational vision: A Maniema society that is well informed about human rights, recognizes human dignity, and respects human rights

Project proposals:

- **Opposing torture and cruelty:** HBM proposes to create a national network of organizations that will lobby the Congolese government to pass a law that officially prohibits torture and treatments that are cruel, inhumane, or degrading. This project will also provide legal assistance to ten victims of such treatment in the judicial jurisdictions of Punia and Kindu. Cost: $17,600
- **Training on human rights:** HBM proposes to reinforce the capacities of 120 agents from various security services and civil society organizations by providing them with training about national and international human rights laws and practices. Cost: $15,945
- **Legal assistance for female sexual violence survivors:** HBM seeks funding to provide free legal assistance to 15 women and girls who are survivors of sexual violence. Cost: $15,000

MALI—Maniema Freedom

Location: Kindu, Maniema province

Contact: Paul Kasongo Ngoy, +243.999.145.386, maliinfo@yahoo.fr

Legal status: MALI is registered as an NGO with the provincial government.

History: In 1997, right after the first DRC war, ten people working in the humanitarian and human rights sectors in Maniema started MALI (Maniema liberté). Their goal was to sensitize local communities and political leaders about human rights, with the hope of influencing the course of events in post-Mobutu Maniema. The organization struggled after 1998, when war returned to Maniema. Among the challenges it faced were conflicts with local authorities, lack of funding, and problems working in an insecure environment. In 2001, MALI obtained funding from the National Endowment for Democracy, which revived the group and enabled it to expand its activities. With these funds, MALI established the first radio station in Kindu since before the war. MALI still runs the station—Radio MALI—and works on peace and justice issues, good governance, and sustainable management of local natural resources. MALI has field offices for its radio station in Kasongo, Kabambare, Lubutu, and Punia.

Mission: Promote and defend human rights in Maniema province, promote the protection of natural resources, and inform and empower local populations to protect human rights

Objectives:

- Train and inform the population on their rights and responsibilities, and sensitize the community about various legal issues that affect their lives
- Monitor and speak out about the violation of human rights in Maniema
- Use the media as a means of communication and community expression
- Sensitize local authorities and communities about the environment and conservation

Sectors of intervention: Human rights; the environment and natural resources; peace and justice; media; gender equality; sexual and gender-based violence

Areas of operation: The entire Maniema province

Populations served: MALI targets the community of Maniema as a whole but pays special attention to leaders and decision makers at all levels.

Programs:

- **Radio MALI:** MALI's radio station provides community news as well as several programs focusing on human rights, legal issues, and sexual and gender-based violence.
- **Networking for environmental protection:** MALI coordinates a network of groups in Maniema working on environmental protection.
- **Public health:** MALI uses its radio station and public meetings to sensitize the community about HIV/AIDS, sexual violence, and other public health issues.

Governance: The supreme governing body is the general assembly, which meets every year in March. The general assembly sets the overall programs and goals for MALI, and appoints the board of directors. The board meets every three months and closely monitors MALI's financial, administrative, and programmatic functioning. The board has a monitoring committee that meets every month, reviews MALI's operations, and conducts MALI's annual internal audit. MALI has 13 permanent employees and several volunteers, including students from the University of Kindu.

MALI has a bank account in Goma at BIC and in Kindu at COOPEC IMARA. For financial, administrative, and personnel management, MALI has:

- A procedures manual with policies for financial management; hiring and personnel issues; and purchasing policies and procedures: YES
- A computerized accounting system: YES
- A clearly defined accounting process: YES
- Clear procedures for management of payroll, petty cash, procurement, and disbursements: YES
- Staff with the technical expertise to undertake projects: YES

Funders and budget: MALI's annual budget is approximately $200,000. Funders include Oxfam Novib, the National Endowment for Democracy, and MONUSCO.

Accomplishments:

- Creation and maintenance of a community radio station in Kindu
- Monitoring and publicizing of human rights, especially with respect to women and children
- Coordination of environmental groups in Maniema
- Rehabilitation and/or construction of several structures for human rights and legal groups

Strengths:

- Very competent employees
- A functioning radio station
- A good reputation in Maniema; known for its skillful handling of sensitive human rights issues

Needs:

- More diverse and greater funding to sustain its programs and the radio station
- Funds and training to create a magazine
- Solar panels to provide auxiliary power to the radio station

Organizational vision: MALI believes in the emergence of a human society that is free from all sorts of human rights violations, and a democratic society where there is freedom of expression and equal chances for all.

Project proposals:

- **Environmental protection:** MALI would like to organize a campaign to improve environmental protection and natural resource management in Maniema. It would coordinate the efforts of various environment-focused groups in Maniema and involve the provincial ministry of environment so as to increase the likelihood of success. Cost: $150,000

- **Improving Radio MALI:** MALI seeks funds to acquire and/or rehabilitate its radio station's equipment, and to create and publish an accompanying magazine. Cost: $186,000
- **Institutional capacity building:** MALI would like to provide its staff and volunteers with training in financial and administrative management, as well as technical aspects of running a radio station. Cost: $64,500

Mama Amka—Woman Stand Up!

Location: Kasongo, Maniema province

Contact: Mama Marie, coordinator, +243.812.473.229, +243.991.744.236, agathe.amka@yahoo.fr

Legal status: Mama Amka is a registered NGO with the provincial government.

History: Mama Amka started in 1996 during the first DRC war, when already difficult living conditions in the Kasongo area became even worse. In particular, women had difficulty taking care of their gardens and families, compounding hardships in this rural area. Eight women started Mama Amka to create activities for women that would keep them occupied, give them a reason to assemble and talk, and provide them with training that would enable them to help themselves and their families. At the beginning, Mama Amka was open only to women and women's groups; however, since 2005 men have been allowed to join the group to expand its reach and influence. Mama Amka currently has 22 grassroots member organizations in the Kasongo area. Mama Amka has worked with many local, national, and international partners, including CARE International, Caritas, HEAL Africa, UNDP, Concern, RAFDEKA (Network of Women's Associations for Development in Kasongo), and RAPPER (Network of Associations for the Protection and Promotion of Children). Mama Amka currently works with another Maniema group—UWAKI—in the campaign "We Can," launched by UNICEF to fight sexual violence toward girls.

Mission: Enable women in villages and rural areas to express themselves, and teach them ways to improve their socioeconomic conditions

Objectives:

- Improve the living conditions of women and children
- Create a social space that gives its members the opportunity to come together and reflect on various issues that affect the life of the community
- Educate women about their legal rights and responsibilities
- Promote and encourage people to invest in agro-pastoral activities
- Give women the opportunity to learn professional skills

Sectors of intervention: Food security; gender and justice (sexual violence); small-business development

Areas of operation: The Kasongo and Lusangi health zones of Maniema province

Populations served: Mama Amka primarily targets women and children, although it indirectly serves the entire population in its areas of operation.

Programs:

- **Income-generating activities:** Mama Amka provides women and women's groups with training on managing small businesses and loans to enable women to start or improve small businesses.
- **Food security:** Mama Amka provides tools and seeds to its member groups. Mama Amka also processes groundnuts and makes peanut butter, which it sells, with profits shared by the women involved and the organization.
- **Gender and justice:** Mama Amka conducts trainings to sensitize communities about sexual violence and women's rights.

Governance: The supreme legal authority is the general assembly, which meets at the end of every year. The general assembly sets general guidelines for programs and administration, and elects members of a board of directors. The board guides the strategic development of the organization and meets every three months. An executive committee of the board coordinates all hiring of staff and manages personnel issues. Mama Amka has seven permanent staff and six part-time staff.

Mama Amka has an account with the financial cooperative CADECO in Kindu. For financial, administrative, and personnel management, Mama Amka has:

- A procedures manual with policies for financial management; hiring and personnel issues; and purchasing policies and procedures: NO, but it has a less structured guide developed by CARE International.
- A computerized accounting system: NO
- A clearly defined accounting process: YES
- Clear procedures for management of payroll, petty cash, procurement, and disbursements: YES
- Staff with the technical expertise to undertake projects: YES

Funders and budget: Mama Amka's annual budget is approximately $20,000. Funders include CARE International and Caritas.

Accomplishments:

- Has 67 goats and 220 chickens that it provides to women as part of a rotating credit program; it also uses sales of animals as a source of revenue
- Conducted community trainings on good governance and used the radio to publicize information about the law on gender-based violence
- Used media space to disseminate the law about gender-based violence
- Provided microcredit to more than 250 women
- Constructed a women's maternity in Lupai (15 kilometers/9 miles from Kasongo)
- Runs five adult education centers

Strengths:

- Members who are unified and committed to their work
- Its own sources of revenue
- Well connected to local civil society and various government agencies and donors
- Strong community support, and support from donors

Needs:

- Capacity building, especially in finance and management
- Institutional support for administration and logistics
- Greater financial support for programs and activities

Organizational vision: Eradicate ignorance among women and eliminate hygienic diseases and poor eating habits in the community

Project proposals:

- **Capacity building for good governance:** This project will train female community leaders so that women take a greater role in the management of public affairs, and encourage women to become involved in the electoral process. Cost: $6,325
- **Income-generating project:** This project will train women to become bakers and to establish bakeries in their communities. Upon completion of a training program, Mama Amka will provide each woman with a start-up kit to enable her to launch a business. Cost: $6,413
- **Microcredit project:** Mama Amka will provide microcredit to women and women's groups it has worked with in the past who have demonstrated success and achievement using microcredit. This will enable already successful women and businesses to grow. Cost: $56,000

PAED—Program of Assistance to the Disadvantaged Youth of Maniema

Location: Kindu, Maniema province

Contact: Mr. Kayumba, coordinator, +243.813.288.186, paedmaniema@yahoo.fr

Legal status: PAED is a registered NGO with the provincial government.

History: In 2000, a group of people concerned about the plight of marginalized and vulnerable youths in Maniema formed PAED (Programme d'assistance a l'enfance défavorisée du Maniema). Due to war, poverty, and public health problems such as HIV/AIDS, many youths were abandoned and forced to fend for themselves. The founders of PAED were particularly concerned about the increase in orphans, the fact that many youths were forced or enticed to join armed groups, and the rape of many young girls, who, if they became pregnant, were often rejected by their families and communities. There were no programs to help these youths, as well as youths who were disabled, or

who had been accused of witchcraft. PAED thus sought to help disadvantaged youths and give them hope for a brighter future. It helps youths to form their own groups and find their own path forward. It provides vocational training and support to help youths become independent and self-sufficient. Its head office is in Kindu, but it has three satellite offices in Kailo, Kabambare, and Kampene, where PAED has created vocational training centers. PAED works closely with the provincial ministry of youth and is an active member of CRONGD.

Mission: Initiate and implement various activities to improve the living standard of youths

Objectives:

- Identify vulnerable children and youths
- Help vulnerable youths organize themselves in self-help groups
- Ensure the social integration of youths in their communities through vocational trainings, microcredit incentives, and agricultural activities
- Sensitize the community and leaders about child protection

Sectors of intervention: Microfinance; food security; peace and reconciliation; professional training; small-business development; sexual violence

Areas of operation: Kindu and the rural areas of Kailo, Kabambare, and Kampene

Populations served: Vulnerable youths, including youths accused of witchcraft, the physically disabled, orphans, former child soldiers, and girls who are survivors of sexual violence

Programs:

- **Small-business development:** PAED provides microfinance, training, and guidance to help youths start small businesses.
- **Professional training:** PAED trains youths in sewing and carpentry, and at the end of their training provides them with a kit of materials that can help them start their own business and become self-reliant.
- **Child protection and human rights:** PAED sensitizes caregivers and the general population about child protection and human rights.

Governance: The supreme governing body is the general assembly, which meets once a year and elects the board of directors. The board meets every six months and plays a very active role in the governance of PAED. The board participates in the hiring process, represents the organization to government authorities, and takes an active role in the strategic direction of the organization. The board has a monitoring committee, which meets monthly and closely follows the activities of the staff and PAED's teams. PAED has six permanent staff, including three trainers and an administration and finance officer.

The organization has a bank account at COOPEC IMARA. For financial, administrative, and personnel management, PAED has:

- A procedures manual with policies for financial management; hiring and personnel issues; and purchasing policies and procedures: YES, but it needs improvement
- A computerized accounting system: NO
- A clearly defined accounting process: YES
- Clear procedures for management of payroll, petty cash, procurement, and disbursements: YES
- Staff with the technical expertise to undertake projects: YES

Funders and budget: In 2010, PAED's budget was $19,570. PAED obtains funding from the Central Bureau of Coordination (Bureau centrale de coordination, or BCECO, part of the Ministry of Finance) of the Congolese government, from a fund provided by the World Bank.

Accomplishments:

- Professional training of 236 youths in sewing and carpentry
- Implementation of four accelerated primary education programs in Basoko, Alunguli, and Katako, with 111 youths having already achieved certificates of graduation
- Construction and equipment of a professional training center in Kindu town
- Assistance with the reintegration of former child soldiers into schools

Strengths:

- Its own office premises
- Qualified personnel
- Functions without external funding

Needs:

- Enough financial support to meet its goals
- Capacity building among its staff
- Replacement of its sewing machines

Organizational vision: Initiate professional training centers in all the strategic towns in Maniema and promote entrepreneurship among vulnerable youths so they can become self-reliant.

Project proposals:

- **Vocational training for vulnerable youths:** This project will train 128 vulnerable youths in sewing, carpentry, art, and other income-generating activities. Cost: $61,280 (for nine months)

UMAMA—Women's Union for Development

Location: Kindu, Maniema province

Contact: Mrs. Albertine, +243.810.847.325, ong_umama@yahoo.fr

Legal status: UMAMA is a registered NGO with the provincial government.

History: In 1993, a group of women in Kindu created UMAMA (Umoja wa wamama wa maendeleo) as a way to organize agricultural self-help groups. As the organization grew, it embraced other issues of importance to women, such as human rights, sexual violence, and socioeconomic development. It also expanded geographically after 1995, when its general assembly decided to extend its reach to the entire province of Maniema. UMAMA has had many national and international partners, including Christian Aid, GIZ (formerly GTZ), CRONGD, and provincial government agencies. In addition, UNFPA trained two of UMAMA's staff to counsel survivors of sexual violence.

Mission: Invest in development work that makes a positive impact on society

Objectives:

- Campaign against all forms of gender-based violence
- Improve the living standards of rural women through agro-pastoral activities, small-business development, educational trainings, and other activities
- Train and educate women about human rights and civic responsibilities and duties
- Engage in lobbying and advocacy efforts to inform society about women's challenges as the backbone of the family and their strategic role for community development

Sectors of intervention: Human rights; public health; food security; sexual violence; microcredit; environmental protection

Areas of operation: The territories of Kasongo, Kabambare, Kibombo, Pangi, and Kindu

Populations served: UMAMA primarily serves women but believes that through its work with women it reaches the entire society of Maniema.

Programs:

- **Sexual violence:** UMAMA assists survivors of sexual violence by providing them with psychosocial assistance and helping them follow through on treatment.
- **Agriculture:** UMAMA provides women with seeds and tools, and trains them on best practices in order to increase their productivity and food security.
- **Income-generating activities:** UMAMA provides microcredit to women who are engaged in small business and requires them to repay the loan within six months.

Governance: The supreme governing body is the general assembly, which meets once a year and elects the board of directors. The board meets every three months, implements the directives of the general assembly, and actively participates in overseeing the organization's operations. A monitoring committee conducts an annual internal audit of UMAMA's finances. UMAMA has seven permanent staff, including an agronomist and two people who are trained counselors.

UMAMA has a bank account with BIC in Goma. For financial, administrative, and personnel management, UMAMA has:

- A procedures manual with policies for financial management; hiring and personnel issues; and purchasing policies and procedures: NO
- A computerized accounting system: NO
- A clearly defined accounting process: YES
- Clear procedures for management of payroll, petty cash, procurement, and disbursements: YES
- Staff with the technical expertise to undertake projects: YES

Funders and budget: UMAMA's annual budget is about $120,000 per year. Funders include Christian Aid, GIZ (formerly GTZ), and UNFPA.

Accomplishments:

- Assisted 47 local women's groups with microcredit for business development
- Provided psychosocial assistance to 350 women who were survivors of gender-based violence
- Pays school fees for 18 orphans
- Distributed 400 pigs and goats to 200 households
- Planted 4 hectares (10 acres) of cassava around Kunda and maintains a banana field in Kalima
- Organized and conducted workshops on women's leadership
- Assisted female survivors of sexual violence with social reintegration

Strength:

- Ability to manage the microcredit program, which has helped hundreds of women
- A machine to process cassava, palm, and rice
- A qualified staff and strong women leaders

Needs:

- Capacity building for administrative, finance, and project management
- Better means of transport, such as motorbikes
- Office equipment such as computers, printers, and a photocopier
- Greater funding to meet community demands for its services
- A strategic plan to better guide its activities

Organizational vision: Promote women's activities in the entire Maniema province in order to eradicate poverty and give women greater social and political power

Project proposals:

- **Natural resource management:** UMAMA will undertake a community education program in the Wakabango II sector of Pangi territory, where there has been massive deforestation. UMAMA will organize a series of community meetings with traditional leaders, local authorities, community leaders, and the general public to educate them about better management of forest resources and the need for new local practices and policies. Cost: $75,870
- **Help for widows and sexual violence survivors:** UMAMA seeks funds to help 250 female sexual violence survivors and widows in three health zones in Pangi territory. This will build upon UMAMA's existing work and include a program to help women set up small businesses to increase their self-sufficiency and dignity. Cost: $125,000

UWAKI—Farmers Unit Maniema

Location: Kindu, Maniema province

Contact: Kadi Kasakarume, executive secretary, +243.997.141.247, uwaki_8 maniema2@yahoo.fr

Legal status: UWAKI is a registered NGO with the provincial government.

History: In 1982, a group of peasant women in Kindu created UWAKI (Umoja wa wakulima Kivu-Maniema) to raise the status and power of women in Maniema. At the time of its creation, present-day Maniema province was part of a larger Kivu province, but after 1988, when Kivu was split into three provinces (Maniema, South Kivu, and North Kivu), UWAKI established three provincial federations with an executive secretary in each under the guidance of an interprovincial coordinator based in Bukavu, South Kivu. The three groups subsequently became autonomous, and the Kindu-based group reorganized as UWAKI Maniema. UWAKI has offices in Kindu, Wamaza, Kasongo, Kabambare, and Kipaka. In its long existence, UWAKI has worked with many national and international groups, including USAID,[49] the National Endowment for Democracy, Oxfam Novib, Christian Aid, UNICEF, the Fund for the Consolidation of Peace, KfW, REFED, CRONGD, and REPRODOC. UWAKI is also working with the Maniema NGO Mama Amka on the "We Can" campaign, which is financed by UNICEF and seeks to prevent sexual violence against girls.

Mission: Support all women in Maniema province to enhance their sociopolitical, cultural, and socioeconomic power, and counter the image of women as tools for men to use to produce wealth

Objectives:

- Educate Maniema society about the rights of women
- Elevate the status and improve the rights of women in Maniema
- Support women whose human rights have been violated

USAID, "USAID/OTI DRC Field Report March 2004," http://www.usaid.gov/our_work/cross-cutting_programs/transition_initiatives/country/congo/rpt0304.html, site accessed April 17, 2011.

- Increase the socioeconomic status of women in Maniema
- Improve the mental and physical well-being of women

Sectors of intervention: Agriculture, animal husbandry, and fishing; gender and development; public health; education; human rights (particularly women's rights); environment and conservation; construction of water points; microcredit; good governance

Areas of operation: UWAKI covers the territories of Kailo, Pangi, Kasongo, and Kibombo, plus Kindu city.

Populations served: UWAKI primarily works with and supports women.

Programs:

- **Agro-pastoral support:** UWAKI provides trainings about farming practices and animal breeding for women and their husbands.
- **Women's rights:** UWAKI educates the community about the importance of allowing women to have joint ownership of property, educational opportunities without discrimination, and equal dialogue and rights in the household.
- **Adult literacy:** UWAKI creates centers to provide literacy training for women.
- **Sexual violence:** UWAKI helps female survivors of sexual violence to reintegrate socially and economically into their communities.

Governance: The supreme governing body is the general assembly, which meets every two years and appoints the board of directors. The board meets every three months to analyze the organization's operations. The organization has a total of 18 staff members, of whom ten are permanent.

UWAKI has a bank account at BIC in Goma. For financial, administrative, and personnel management, UWAKI has:

- A procedures manual with policies for financial management; hiring and personnel issues; and purchasing policies and procedures: YES
- A computerized accounting system: NO
- A clearly defined accounting process: YES
- Clear procedures for management of payroll, petty cash, procurement, and disbursements: YES
- Staff with the technical expertise to undertake projects: YES

Funders and budget: In 2010, UWAKI's budget was $750,000. Funders include KfW's Fund for the Strengthening of Peace Project and Oxfam Novib.

Accomplishments:

- Created 52 adult literacy centers
- Assisted 1,139 survivors of sexual violence with social and economic reintegration into their communities
- Caused a gradual change in men's behavior toward women in the community; e.g., women can now inherit land, more girls are being educated, women can speak freely in public, etc.

Strengths:

- A committed, professional staff with strong female leadership
- Strong working relationships and support from donors
- Strong track record of successful program implementation

Needs:

- Capacity building for its staff
- A computerized accounting system and trained staff to use it
- Internet access in its office
- Improved documentation of the organization's accomplishments
- Machines to process foods so women can get greater returns on their agricultural products

Organizational vision: Women who are educated and can participate in governance at all levels, in order to promote and protect women's rights

Project proposals:

- **Institutional capacity building:** UWAKI would like to provide its staff with trainings on financial management and acquire software and training to computerize its accounting system. Cost: $41,500
- **Supporting agro-pastoral development:** UWAKI will assist men and women with farming tools, construction of fishponds, and other agro-pastoral activities. Cost: $200,000

North Kivu Province

Photo previous page: Young men push a tortinette (wooden push bike) laden with charcoal in Butembo (North Kivu province).

North Kivu province is a study in contradictions. Home to some of the region's most stunning landscapes and valuable resources, the province has experienced nearly 20 years of continuous conflict. Both parts of North Kivu—the Petit Nord, or southern half, and the Grand Nord, or northern half—have been ravaged by local, national, and regional armed groups, which often promote ideological justifications for actions that are fundamentally driven by desires for political and economic power. Yet amid the conflict and insecurity, many community-based organizations have emerged to meet the pressing needs of North Kivu's population for food security, health, education, and human rights. Following a general overview of contemporary issues and conditions in North Kivu, this section profiles 27 community-based organizations.

Table 42: North Kivu at a glance[1]

Population (2011)	5,561,489
Share of population under 15 years old (2004)	45%
Major languages	French, Swahili, Kinyarwanda, Kinande
Surface area	59,631 km² (23,024 mi²)
Share of the province that is forested (2005)	70%
Cities[2]	3
Territories[3]	6
Health zones	34
Number of doctors	No information available
Under-5 child mortality rate, per 1,000 births (2010)	131
Average household size in Goma (2005)	6
Share of houses in Goma with a dirt floor (2005)	96%
Share of households in Goma with access to potable water (2005)	45%
Share of primary school students who are female (2010)	48%
Share of secondary school students who are female (2010)	33%
Literacy rate among young women 15–24 years old (2010)	47%
Share of population that is HIV positive (2003)	5.4%
Share of rural population that uses charcoal as its main energy source (2005)	98%
Number of Virunga National Park rangers killed by armed groups (1996–2011)	130

[1] République Démocratique du Congo, Ministère du Plan, "Monographie de la province du Nord-Kivu (Draft 4)," Kinshasa, March 2005, pp. 31, 49, 61, 87, 114, 126; Portail Officiel de la Province du Nord-Kivu, "Présentation de la province du Nord-Kivu," August 21, 2008, http://www.provincenordkivu.org/presentation.html, site accessed April 24, 2011; République Démocratique du Congo, Ministère du Santé, "Plan nationale de développement sanitaire, PNDS 2011–2015," Kinshasa, March 2010, pp. 14, 21; République Démocratique du Congo, "Multiple Indicator Cluster Survey, DRC 2010, Preliminary Findings," September 2010, pp. 23–24.

[2] These are Goma, Beni, and Butembo.

[3] These are Beni, Lubero, Masisi, Nyiragongo, Rutshuru, and Walikale.

Geography and Natural Resources

North Kivu province is located at the far eastern edge of central DRC. It is surrounded by Orientale province (Ituri and Mambasa districts) to the north and northwest, Maniema to the west, South Kivu to the south, and Rwanda and Uganda to the east. The elevation stretches from 800 meters (2,600 feet) in lowland river valleys to more than 5,000 meters (16,400 feet) in the Rwenzori Mountains. The climate is generally equatorial, but much cooler at the higher elevations. North Kivu abuts two major lakes: it sits at the northern edge of Lake Kivu and pulls in the western two-thirds of Lake Edward from Uganda. The Semliki River snakes north from Lake Edward toward Lake Albert; other major rivers include the Rutshuru, Rwindi, Osso, and Lowa.

The landscape varies tremendously in North Kivu. A series of mountains, including volcanoes, stretches north from the southeastern edge of the province, but ends where it meets the Semliki River valley at the northern edge of Lake Edward. On the east side of that river valley are the Rwenzori Mountains, with steep, forested slopes that rise up to fast-disappearing glaciers. Much of northern and western North Kivu is a mix of savanna and forest.

There are three national parks and several reserves in North Kivu. Virunga National Park hugs the eastern edge of North Kivu from Goma north up past the Rwenzori Mountains. It is known for housing some endangered mountain gorillas and has other tourist attractions, including the Mount Nyiragongo volcano.[4] Virunga National Park has unfortunately been the site of a great deal of violence—against humans, the mountain gorillas, and nature—during the last 15 years. One hundred thirty of its rangers have been killed since 1996, including three killed in January 2011 in an ambush that also killed five Congolese soldiers.[5] In western North Kivu, Maiko National Park extends over the border from Maniema province. In southwestern North Kivu, Kahuzi-Biega National Park rises up into North Kivu from Maniema and South Kivu provinces. The nature and forest reserves are Tayna, Kisimba-Ikobo, Rutshuru, and Sud Masisi.

North Kivu has abundant natural resources, including fertile soils, ideal grazing lands, large deposits of methane trapped under Lake Kivu,[6] forests, and minerals. North Kivu's minerals have garnered the most attention for their connections to armed conflict, obscuring from international view the many land disputes and land seizures that continue to destabilize large parts of the province.[7]

North Kivu's main minerals are gold, cassiterite, coltan, and wolfram. Gold is produced artisanally in the Grand Nord, particularly in Lubero and Beni territories, but also in Walikale and Rutshuru territories. The main cassiterite-producing area is Walikale territory, in western North Kivu,[8] with the largest producing mine at Bisie;[9] cassiterite is also produced in Rutshuru territory. Coltan and tourmaline are produced in Walikale near Kahuzi-Biega National Park,[10] and in Lubero and Masisi territories. Diamonds are produced in Lubero and Walikale territories.

[4]See ICCN, "About the Congolese Wildlife Authority," September 1, 2008, http://iccn.gorillacd.org/, site accessed April 24, 2011.
[5]Environment News Service, "Eight Killed in Virunga National Park Ambush," January 24, 2011, http://www.ens-newswire.com/ens/jan2011/2011-01-24-02.html, site accessed April 24, 2011.
[6]See, e.g., Pete Browne, "Tapping Methane at Lake Kivu in Africa," January 26, 2010, http://green.blogs.nytimes.com/2010/01/26/tapping-methane-at-africas-lake-kivu/, site accessed April 24, 2011.
[7]Cf. United Nations Security Council, "Final Report of the Group of Experts on the Democratic Republic of the Congo," S/2010/596, November 29, 2010, § 268–77.
[8]See Sebastien Melmoth, "Cassiterite Mining and Trade in the Territory of Walikale," in Jeroen Cuvelier (ed.), The Complexity of Resource Governance in a Context of State Fragility: The Case of Eastern DRC, International Alert and IPIS, November 2010, pp. 26–31.
[9]Nicholas Garrett, Harrison Mitchell, and Marie Lintzer, "Promoting Legal Mineral Trade in Africa's Great Lakes Region," Resource Consulting Services, May 2010, p. 32.
[10]Centre d'évaluation, d'expertise, et de certification (CEEC), "Rapport de la mission d'études de faisabilité du projet coltan du CEEC et de suivi des activités minières en collaboration entre le CEEC et ICCN," Butembo, September 10, 2005.

Infrastructure

Transportation infrastructure in North Kivu is generally in a poor state. There are few paved sections of road in the province, and the unpaved roads consist of dirt, stones, and volcanic rocks that test the skills and patience of the best of drivers. Rain can turn roads into rivers or mini-lakes, and a stuck car or truck can hold up traffic for hours. As a result of President Kabila's minerals deal with the Chinese government, Chinese companies have been building roads in the province's three cities. Until 2009, Beni had only a 2-kilometer (1.2 mile) stretch of tarmac in the center of town, but now the road stretches north almost the entire way to Komanda. In 2011, construction began on an 11-kilometer (7 mile) paved road through the center of Butembo. In Goma, where there are few stretches of paved road longer than 50 meters without massive potholes, construction began in April 2011 on several stretches of road, which, upon completion, will hopefully ameliorate Goma's notoriously bad traffic.

The best way to travel in North Kivu is by boat, but unfortunately this can only be done on lakes Kivu and Albert. Lake Kivu has several companies providing daily (or nightly) service to Bukavu, with other stops possible at various ports on the lake, especially at Kalehe and Idjwi Island. Lake Edward's transport is more oriented toward fishing, but there is regular commercial traffic between different villages on the lake.

North Kivu has two major commercial airports, at Goma and Beni; both have sections dedicated for MONUSCO planes and helicopters. Butembo's airstrip is small but has regular flights reflecting the commercial importance of the town. There are 20 other airstrips in various conditions of usability and accessibility in the province.[11]

Society

North Kivu's division into the Grand Nord and Petit Nord also alludes to significant differences between the populations of these regions.

Amongst the province's nine communities, the Nande is the largest demographically. This community is mainly concentrated in the Grand Nord where its members account for more than 90 percent of inhabitants. In the Petit Nord, Hutu and Tutsi communities represent 40 percent of the inhabitants of Goma and the Masisi and Rutshuru territories.[12]

Other significant populations include the Hunde (Masisi, Goma, Walikale, Rutshuru) and Nyanga (Walikale, Masisi, Goma).[13]

The tribal aspect of North Kivu society both unifies and divides the population. In the Grand Nord, the large Nande population is well known for its business acumen and commercial networks that stretch throughout DRC and to foreign capitals. During the wars in DRC, Nande political, economic, and religious elites helped form some of the Mai Mai groups that fought against "outsiders," in

[11]République Démocratique du Congo, Ministère du Plan, "Monographie de la province du Nord-Kivu (Draft 4)," Kinshasa, March 2005, p. 108.
[12]International Crisis Group, "Congo: No Stability in Kivu despite a Rapprochement with Rwanda," Africa Report no. 165, November 16, 2010, p. 1, fn. 4.
[13]République Démocratique du Congo, Ministère du Plan, "Monographie de la province du Nord-Kivu (Draft 4)," Kinshasa, March 2005, p. 37.

particular against the RCD-Goma and its successor, CNDP; however, some Mai Mai groups allied with FDLR groups—themselves composed largely of Rwandan Hutu refugees—in an example of the fluid and confusing nature of conflict in North Kivu. Tensions and land disputes between the Hunde population and both Hutu and Tutsi populations in Masisi erupted in the 1993 "Masisi war."[14]

In North Kivu, complex dynamics of social inclusion and exclusion lie at the heart of conflict. A March 2010 study by the Kampala-based International Refugee Rights Initiative (IRRI) of displaced populations in North Kivu provides great insight into these contemporary social dynamics. IRRI's principal findings showed the following:[15]

- The causes of the conflict were widely seen as external rather than internal to Congo.
- This definition of the conflict as external to Congo has exacerbated deep-rooted perceptions that communities presumed to be sympathetic or allied to Rwanda—especially those speaking variants of the Kinyarwanda language—are seen as necessarily "foreign."
- Perceptions that the conflict is external reflect both the reality of foreign intervention in DRC and a presumption that certain groups do not have legitimate claims to belong in the country.
- Respondents also recognized that fissures at a localized level predate the 1994 genocide and have been exploited during the course of the war.
- Proving a legitimate status as "Congolese" remains critical to the ability to access power at a local level in North Kivu—and, in turn, to have access to natural resources.
- Those who are displaced are desperate to return.
- People saw the military strategy of Kimia I (the joint DRC-Rwanda operation in early 2009 in North Kivu) as disastrous in ending conflict with the FDLR.

These findings highlight the divides that still exist in North Kivu and illustrate the obstacles to peace and development.

Two other features of North Kivu's society merit attention. First, as shown in Table 43, in 2004, approximately 45 percent of the population of North Kivu was under the age of 15. Second, women are marginalized socially and politically in North Kivu, as shown in Table 44; although the fact is not reflected in that table, women are also marginalized economically.

Governance

Administratively, North Kivu has three cities, six territories, and 34 health zones. The capital of North Kivu is Goma. For the 2006 elections, there were 2,462,012 registered voters in North Kivu,[19] or roughly 52 percent of the entire provincial population. Seventy-seven percent (1,888,975) of the registered voters cast votes in the October 2006 presidential runoff election; 96.5 percent voted for Joseph Kabila, and 3.5 percent voted for Jean-Pierre Bemba.[20] North Kivu's voters selected 38 people for the provincial assembly[21] and elected 48 people to the national assembly (five women and 43 men).

[14]Stanislaus Bucyalimwe Mararo, "Kivu and Ituri in the Congo War: The Roots and Nature of a Linkage," in Stefaan Marysse and Filip Reyntjens, The Political Economy of the Great Lakes Regzion in Africa (New York: Palgrave Macmillan, 2005) pp. 204–5; Mahmood Mamdani, When Victims Become Killers (Princeton and Oxford: Princeton University Press, 2001) pp. 252–53.
[15]International Refugee Rights Initiative and Social Science Research Council, "Who Belongs Where? Conflict, Displacement, Land and Identity in North Kivu, Democratic Republic of the Congo," Working Paper no. 3, March 2010, pp. 3–4.

Table 43: Population of North Kivu by area, 2004[16]

Territory, city, or commune	Males	Females	Children under 15 years old	Total
Beni	243,600	257,276	415,305	916,181
Lubero	281,088	300,364	482,116	1,063,568
Rutshuru	187,619	191,255	314,146	693,020
Nyiragongo	10,305	10,848	17,536	38,689
Goma[17]	33,248	36,104	57,508	126,860
Karisimi	32,689	35,740	56,741	125,170
Masisi	184,964	194,262	314,440	693,666
Walikale	167,243	167,800	277,804	612,847
Total	**1,140,756**	**1,193,649**	**1,935,596**	**4,270,001**

Table 44: Male and female representation in selected political and educational institutions in North Kivu[18]

Institution	Males	Females	Percent female
National assembly (2011)	43	5	10
State workers (2005)	3,657	513	12
Primary school students (2002-4)	276,412	213,770	44

The provincial assembly elected Julien Paluku Kahongya to be governor. Paluku is a member of the RCD party, headed by former rebel leader and current national minister Mbusa Nyamwisi. Although there was great hope for this governor, he has become extremely unpopular.

One of the interesting aspects of governance in North Kivu is the existence of parallel political and military structures in Masisi territory, under control of the rebel group CNDP, which has officially joined the government army and police. The 2008 pact between DRC President Kabila and Rwandan President Kagame validated CNDP's control in Masisi,[22] where it has administrative offices in Kitchanga, Matanda, and Lubaya. CNDP maintains its own police force, which obtains revenue from mines and tax points (and even gives receipts for taxes, certified with a CNDP stamp).[23] As discussed below, the CNDP police have been involved in pushing locals off land in Masisi to make way for Congolese Tutsi and Rwandan citizens.[24] Parallel police structures involving CNDP or

[16]République Démocratique du Congo, Ministère du Plan, "Monographie de la province du Nord-Kivu (Draft 4)," Kinshasa, March 2005, p. 29.
[17]The numbers here reflect the greatly diminished Goma population after the 2002 eruption of the Mount Nyiragongo volcano on the edge of Goma, which covered large parts of the city in several feet of lava. In 2011, the population is believed to be around 900,000.
[18]République Démocratique du Congo, Ministère du Plan, "Monographie de la province du Nord-Kivu (Draft 4)," Kinshasa, March 2005, p. 48.
[19]Electoral Institute for the Sustainability of Democracy in Africa, "EISA Election Observer Mission Report: Democratic Republic of the Congo Presidential, Parliamentary and Provincial Elections," Johannesburg, 2007, p. 18.
[20]Electoral Institute for the Sustainability of Democracy in Africa, "EISA Election Observer Mission Report: Democratic Republic of the Congo Presidential, Parliamentary and Provincial Elections," Johannesburg, 2007, p. 102.
[21]There are 42 deputies in South Kivu's provincial assembly; four seats are "co-opted," or assigned for a constituency that did not meet the minimum population requirements. Electoral Institute for the Sustainability of Democracy in Africa, "EISA Election Observer Mission.

FDLR reportedly also exist in Rutshuru and Nyanzale. The Congolese government's de facto approval of the existence of parallel CNDP administrations in North Kivu presents a serious obstacle to political and security sector reform efforts.[25]

Economy

The economy of North Kivu is largely based on agro-pastoral activities, but commercial trade is significant. The main agricultural crops include cassava, rice, beans, groundnuts, corn, bananas, sweet potatoes, potatoes, and various fruits and vegetables. Agricultural crops grown for export include coffee, tea, palm (for palm oil), and papaya;[26] cocoa production is rapidly expanding. The primary livestock raised for consumption includes cattle, goats, pigs, sheep, and guinea pigs. There are also substantial, small-scale fishing industries on lakes Kivu and Edward.

North Kivu has two primary towns for formal commerce. Arguably the preeminent town is Butembo, which has long been a commercial center. For decades, Nande businessmen[27] traded minerals, timber, and agricultural products in international markets (e.g., Dubai), and returned with consumer goods. People from throughout northeastern DRC and as far away as Kisangani are known to purchase clothing, plastic buckets, soap, electronics, and other items from Butembo.[28] Most of these goods arrive via Beni from the Kasindi border crossing with Uganda. The other major commercial center is Goma, which has been rebuilt after the 2002 lava flow devastated the city. Virtually all needs can be satisfied in Goma, where goods arrive mainly from Rwanda through the Gisenyi border post.

North Kivu is also a major hub for the mineral trade. Butembo is the most important trading town, and dozens of traders dealing in gold, diamonds, wolfram, and cassiterite are scattered about town, especially around the central market.[29] In March 2006, the Congolese Ministry of Mines opened a certification center (Centre d'evaluation, d'expertise et de certification, CEEC) in Butembo, which documents and certifies transactions in gold and wolfram. According to statistics from CEEC, 32 traders operated officially in Butembo during 2007.[30] Another 40 unregistered traders are believed to be operating in Butembo, with perhaps only 10 percent of the total trade in gold recorded by the CEEC.[31]

As a result of the 2010–11 mining "ban," Goma has become a major trading center for gold, cassiterite, coltan, and other minerals. The Goma trade is directly tied to the fact that CNDP/FARDC officers have established a presence and interests in mines in South and North Kivu. Minerals from the Kivus used to pass mainly through Bukavu and Butembo, but a growing share is now passing through military hands in Goma before moving on to Kigali, Bujumbura, Kampala, or Nairobi, from where it reaches international markets.

[22]International Crisis Group, "Congo: No Stability in Kivu despite a Rapprochement with Rwanda," Africa Report no. 165, November 16, 2010, pp. 4, 14.
[23]Cf. United Nations Security Council, "Final Report of the Group of Experts on the Democratic Republic of the Congo," S/2010/596, November 29, 2010, § 157–160.
[24]Cf. United Nations Security Council, "Final Report of the Group of Experts on the Democratic Republic of the Congo," S/2010/596, November 29, 2010, § 277.
[25]International Crisis Group, "Congo: No Stability in Kivu despite a Rapprochement with Rwanda," Africa Report no. 165, November 16, 2010, p. 4.
[26]République Démocratique du Congo, Ministère du Plan, "Monographie de la province du Nord-Kivu (Draft 4)," Kinshasa, March 2005, p. 80.
[27]Men dominate business, but there are businesswomen as well.
[28]For an interesting assessment of Butembo's trade and traders, see Timothy Raeymaekers, "The Power of Protection: Governance and Transborder Trade on the Congo-Uganda Frontier," Dissertation at Ghent University (Belgium), 2007.
[29]For more on Butembo's mineral trade, see Sara Geenen, "The Gold Trade in Butembo," in Jeroen Cuvelier (ed.), The Complexity of Resource Governance in a Context of State Fragility: The Case of Eastern DRC, International Alert and IPIS, November 2010, pp. 21–25.
[30]Centre d'évaluation, d'expertise, et de certification (CEEC), "Rapport annuel 2007," Butembo, 2008, pp. 8–9.

Although most mining production is artisanal, several resource extraction companies operate in North Kivu. Loncor Resources, Inc., has exploration permits for a large area to the west and northwest of Lake Albert, in Lubero and Beni territories, where it expects to mine gold, platinum, and other minerals.[32] Shamika Resources has mining licenses to exploit areas in Walikale, Rutshuru, Lueshe, and Masini, where there are deposits of cassiterite, tantalum, pyrochlore, and other minerals.[33] The Enzyme Refiners (ENRA) Company, based in Beni, exploits timber.

North Kivu is virtually the only province in DRC with a recognizable tourist industry. The main tourist draw is Virunga National Park, where visitors can see mountain gorilla families and climb the Mount Nyiragongo volcano. In the past (and hopefully the near future), hardy souls hiked in the park up the DRC side of the Rwenzori Mountains. Virunga National Park has an excellent reputation locally and internationally for being well run and having a committed, professional staff. The Congolese Institute for the Conservation of Nature (ICCN) is also trying to regain control of Maiko and Kahuzi-Biega national parks, both of which have tourist potential. Many obstacles to further development of tourism in North Kivu remain, including 2010 changes to DRC's visa policy that make it difficult to enter DRC without a letter of invitation, high visa prices (especially compared to Uganda and other regional countries),[34] and insecurity. Rebel groups have unfortunately occupied many parts of Virunga National Park during the last 15 years, and in April 2011 the Mount Nyiragongo volcano was closed because FDLR rebels killed a park employee on its slopes.

Security

For nearly 20 years, North Kivu has been the epicenter of violent conflict in eastern DRC. The origin and conduct of these wars has been discussed in depth elsewhere,[35] but it is important to stress that what has happened in North Kivu has not been a simple civil war. War in North Kivu has been a polywar of local, national, and international conflicts that converged, intersected, and overlapped in time and space, causing massive death, sexual violence, and destruction. Sadly, large parts of North Kivu remain in a state of war. As of December 31, 2010, there were 508,398 displaced people in North Kivu,[36] representing approximately 11 percent of the population.

There are essentially two security problems in North Kivu. From a security and political perspective, the greatest problem is in the Petit Nord, where a variety of groups, including the Congolese army, are sources of insecurity. The second problem is in the Grand Nord, where several groups are active, including a small group active on the west (DRC) side of the Rwenzori Mountains. Table 45 summarizes the main nonstate armed groups active in North Kivu, with the exception of the CNDP, which is officially part of the Congolese army.

[31]Dan Fahey, "Le Fleuve d'Or: The Production and Trade of Gold from Mongbwalu, DRC," in S. Marysse, F. Reyntjens, and S. Vandeginste, L'Afrique des grands lacs, annuaire 2007-2008 (Paris, L'Harmattan, 2008) pp. 357–84.
[32]Loncor, http://www.loncor.com/s/NorthKivu.asp, site accessed April 24, 2011.
[33]Shamika Resources, http://www.shamikaresources.com/property_4_walikale.cfm, site accessed April 24, 2011.
[34]On the other hand, Congolese people have a very difficult time getting visas to European and North American countries, and when they can get visas, they cost double or triple the price of a Congolese visa.
[35]Filip Reyntjens, La guerre des grands lacs (Paris: L'Harmattan, 1999); Mahmood Mamdani, When Victims Become Killers (Princeton and Oxford: Princeton University Press, 2001); Howard Adelman and Govind C. Rao, eds., War and Peace in Zaire/Congo (Trenton, NJ: Africa World Press Inc., 2004); Gérard Prunier, Africa's World War: Congo, the Rwandan Genocide, and the Making of a Continental Catastrophe (Oxford: Oxford University Press, 2009); Filip Reyntjens, The Great African War: Congo and Regional Geopolitics, 1996–2006 (Cambridge: Cambridge University Press, 2009); Séverine Autesserre, The Trouble with the Congo (Cambridge: Cambridge University Press, 2010); Jason Stearns, Dancing in the Glory of Monsters: The Collapse of the Congo and the Great War of Africa (PublicAffairs, 2011); UNHCR, "Report of the Mapping Exercise documenting the most serious violations of human rights and international humanitarian law committed within the territory of the Democratic Republic of the Congo between March 1993 and June 2003," June 2010.
[36]OCHA, "Democratic Republic of the Congo: Insecurity and Displacement," February 28, 2011.

Table 45: Estimated strength of non-state armed groups in North Kivu, April 2011[37]

Armed group	Estimated strength
FDLR-FOCA	1,200
PARECO	450–500
Mai Mai Sheka	30–40
Mai Mai Populaire	30–40
ADF	300
Total	**2,010–2,080**

In the Petit Nord, the main conflict actors are the FDLR (Forces démocratiques de libération du Rwanda), various Mai Mai groups, the Congolese army (FARDC), the CNDP (Congrès national pour la défense du peuple), the FPLC (Forces patriotiques pour la libération du Congo), the Rwandan army, and United Nations forces (MONUSCO). Some of the leadership of the FDLR participated in the 1994 genocide in Rwanda, but the FDLR's ranks include many Congolese citizens, including both Hutu and Tutsi. The Mai Mai are often described as local self-defense groups, but these rebels have moved beyond that narrow purpose to engage in mining, taxation, and attacks on civilian populations that belie any noble defense motive. FARDC is riddled with shadow units loyal to individual commanders. The CNDP was formally integrated into the Congolese army in 2009,[38] although it retains a command structure and is essentially an army within an army. The FPLC is a group of mixed ethnicity (including both Hutu and Tutsi) that opposes Rwandan and CNDP influence in North Kivu.[39] The Rwandan army officially withdrew from the Kivus but has soldiers serving in the Congolese army, who were integrated when CNDP changed uniforms. Finally, MONUSCO has a large military presence in North Kivu.

Rwanda is the elephant in the room in North Kivu. Buoyed by strong support from the United States, United Kingdom, and other major powers, the Rwandan government has at times acted as if North Kivu were its own territory, where it can act with impunity. The rapprochement since November 2008 between the Rwandan and Congolese governments has enabled Rwanda to maintain its influence in the Kivus and within the CNDP movement.

One of the worst-kept secrets in Goma is that Rwandan soldiers are serving in the Congolese army. Not to be confused with Rwandan soldiers who deployed for operations in 2009, these soldiers swelled the ranks of CNDP in late 2008 and early 2009, as the rebel force was integrated into FARDC.[40] CNDP remains a shadow army within FARDC, often acting as an independent force, and taking orders from senior CNDP officers.[41] In addition, the Congolese government's 2008 agreement with Rwanda reportedly allowed CNDP to control mines in the Kivus, control grazing

[37]MONUSCO briefing, Goma, April 28, 2011.
[38]"Peace Agreement between the Government and Le Congrès national pour la défense du peuple (CNDP)," Goma, March 23, 2009.
[39]United Nations Security Council, "Final Report of the Group of Experts on the Democratic Republic of the Congo," S/2010/596, November 29, 2010, § 50–60.

lands for cows owned by Congolese Tutsi and Rwandan military, and live free from worry about being held responsible for their actions and crimes.[42] CNDP/FARDC General Bosco Ntaganda has benefited more than anyone from this agreement. Despite being wanted by the International Criminal Court (ICC) for suspected war crimes, he lives openly in Goma, operates a hotel and bar there, and maintains a large ranch in Masisi, which produces cheese that is sold in markets in Goma.[43]

The CNDP is neither a completely united force nor an auxiliary force of the Rwandan army, but it is the major player in North Kivu with respect to security. The CNDP has two wings: one ostensibly loyal to Laurent Nkunda, the former leader currently under "arrest" in Rwanda; the other loyal to Bosco.[44] In 2010, the Bosco wing murdered several senior officers from the Nkunda wing,[45] but the two branches reconciled in September 2010 after the Congolese government announced plans to redeploy senior CNDP officers out of the Kivus.[46] United in their desire to stay close to their areas of influence and economic interests, the two wings are now in a state of détente.[47] (For more on this subject, see the Security Sector Reform and Impunity sector report).

The Congolese government's so-called ban on artisanal mining may have also helped to unite the CNDP factions and enable CNDP to consolidate control within certain FARDC units.[48] Announced in early September 2010, the ban enabled the Congolese army to deploy to and establish interests in many mining sites in the Kivus and Maniema. Many mines were already under CNDP/FARDC control, but mines controlled by the FDLR or Mai Mai were attacked and brought under CNDP/FARDC control.[49] According to senior MONUSCO officials, within the FARDC and CNDP hierarchies, individual commanders divided up the spoils, taking over specific mines and getting a share of production. Despite the ban, mining in fact continued at a reduced scale in many areas; several MONUSCO officials estimate mining continued at 25 percent of pre-ban levels. The Congolese government ended the ban in March 2011, by which time Congolese army officers, including many CNDP commanders, had established their interests in the region's key mines.

The CNDP has also been actively involved in the Rwandan government's "return agenda," whereby it has mixed Rwandan citizens with Congolese refugees and sent them to North Kivu from Rwanda.[50] The CNDP has facilitated land grabs for these Rwandan citizens, particularly in the CNDP stronghold of Masisi territory, where the CNDP police force has participated in the operation to clear land for Congolese Tutsi and Rwandans.[51] According to senior MONUSCO officials, the return agenda appears to have several motivations, including giving land to landless populations from Rwanda,[52]

[40]Cf. International Crisis Group, "Congo: No Stability in Kivu despite a Rapprochement with Rwanda," Africa Report no. 165, November 16, 2010, pp. 4, 13.
[41]United Nations Security Council, "Final Report of the Group of Experts on the Democratic Republic of the Congo," S/2010/596, November 29, 2010, § 154–156.
[42]International Crisis Group, "Congo: No Stability in Kivu despite a Rapprochement with Rwanda," Africa Report no. 165, November 16, 2010, p. 4.
[43]The cheese and the ranch are called Bunyole.
[44]United Nations Security Council, "Final Report of the Group of Experts on the Democratic Republic of the Congo," S/2010/596, November 29, 2010, § 161.
[45]Cf. International Crisis Group, "Congo: No Stability in Kivu despite a Rapprochement with Rwanda," Africa Report no. 165, November 16, 2010, p. 16.
[46]United Nations Security Council, "Final Report of the Group of Experts on the Democratic Republic of the Congo," S/2010/596, November 29, 2010, § 165.
[47]The Nkunda wing is headed by General Sultani Makenga, who is second in command after Bosco in the CNDP hierarchy. Both Bosco and Makenga live in Goma.
[48]United Nations Security Council, "Final Report of the Group of Experts on the Democratic Republic of the Congo," S/2010/596, November 29, 2010, § 167.
[49]Cf. United Nations Security Council, "Final Report of the Group of Experts on the Democratic Republic of the Congo," S/2010/596, November 29, 2010, § 238–239, 242–244.

increasing the Tutsi political and economic footprint in North Kivu, and enabling the Tutsi-dominated RCD political party to enroll new voters who might help it improve upon its disastrous showing in the 2006 elections.[53]

Compounding the problem of the returnees is the lack of credible information and transparency, which has fueled rumors and contributed to concerns among some in North Kivu about a de facto Rwandan annexation of Masisi and other areas. According to senior MONUSCO officials, part of the problem lies with the UN's High Commissioner for Refugees, which has neglected to fully investigate this issue and has not disclosed what it has learned. Nonetheless, the reality that CNDP has pushed local populations off the farms to create "vacant" land for Tutsi returnees and Rwandan nationals has provoked a strong reaction from autochthonous communities, who may soon become the minority in Masisi, and provided justification for Mai Mai (re)activation.[54]

The CNDP and FARDC are in conflict with several groups in North Kivu. These groups sometimes work together, but while they share opposition to CNDP and Rwandan influence in the Kivus, they also have their own political and economic agendas. The main target of CNDP/FARDC has been the FDLR. Starting in January 2009, the Rwandan army participated in combat operations against the FDLR in North and South Kivu with the consent of the Congolese government, and in collaboration with CNDP/FARDC.[55] These operations significantly weakened the FDLR, but were characterized by widespread human rights abuses committed by all sides, and profiteering by CNDP and FARDC elements.[56]

The FDLR is actually a political apparatus with an armed wing called FOCA (Forces combattantes abacunguzi); in this report, the term "FDLR" refers to both the political and military wings of the same movement. FDLR has two political structures—known as resistance committees (RCs)—in North Kivu,[57] which carry out intelligence, raise revenue, and recruit for the armed wing. FDLR technically has four battalions in North Kivu;[58] however the size and strength of its units have been significantly weakened since 2009 as a result of military operations in the Kivus.[59] In late 2009, the FDLR (FOCA) high command authorized its battalions to build alliances with other groups; as a result, FDLR made deals with FPLC, APCLS (Janvier Mai Mai group), Mai Mai Cheka, PARECO/FAP (Mai Mai Lafontaine), and others in North Kivu.[60] In early 2011, the FDLR was consolidating in Rutshuru territory, though it also has a presence in Masisi and along the border between North and South Kivu.

[50]Cf. International Crisis Group, "Congo: No Stability in Kivu despite a Rapprochement with Rwanda," Africa Report no. 165, November 16, 2010, pp. 17–18; United Nations Security Council, "Final Report of the Group of Experts on the Democratic Republic of the Congo," S/2010/596, November 29, 2010, § 15.
[51]CNDP operates a parallel police force in Masisi, which derives revenue from mines and tax points on key roads.
[52]On land conflicts tied to demographic pressure in Rwanda, see An Ansoms, "Striving for Growth and Bypassing the Poor? A Critical Review of Rwanda's Rural Sector Policies," Institute of Development Policy and Management, University of Antwerp, Belgium 2007; Dr. Omar Shahabudin McDoom, "Rwanda's Exit Pathway from Violence: A Strategic Assessment," World Bank Development Report 2011, April 2011.
[53]Despite being one of the major military powers in eastern Congo during the war, RCD garnered just 15 parliamentary seats (out of 500) in the 2006 national elections, which was interpreted as a rejection of the way the RCD governed during the war and its close ties to Rwanda. For the provincial elections, the RCD won only 7 out of 38 elected seats in North Kivu, which is the RCD's main base of support.
[54]Pole Institute, "Guerillas in the mist: The Congolese experience of the FDLR war in Eastern Congo and the role of the international community," translated into English by Anna Gyorgy, Goma, February 2010, pp. 18, 35.
[55]The first operation, called Umoja Wetu (or Kimia I), was in January–February 2009 in North Kivu. The second operation, called Kimia II, started in March 2009, and took place in North and South Kivu. The third operation, called Amani Leo, started January 1, 2010, and continues in the Kivus.
[56]International Crisis Group, "Congo: No Stability in Kivu despite a Rapprochement with Rwanda," Africa Report no. 165, November 16, 2010, pp. 8–10, 11.

The FDLR has been knocked down, but not knocked out. As of April 28, 2011, there were only an estimated 1,800 operational FDLR combatants in the Kivus (down from approximately 7,000 in 2008),[61] plus approximately 14,000 dependents. Senior MONUSCO officials reported that in April 2011, the FDLR reportedly signed an agreement with the Congolese government to enter a disarmament and demobilization process, and to be relocated to Maniema province, north of Kindu. There is significant skepticism in Goma about whether the FDLR will actually hang up its guns and settle in Maniema, and about whether the Rwandan government will let the former génocidaires go unmolested. Nonetheless, the FDLR deal is understood to be part of an agreement between Kabila and Kagame to try to stabilize the Kivus in advance of the November 2011 Congolese elections.

The CNDP/FARDC has also been fighting against the FPLC in Rutshuru territory. Since early 2011, the FARDC—including CNDP elements and a company of Rwandan soldiers in Congolese uniform[62] —has been aggressively attacking the FPLC, which was formed by a Congolese Tutsi (Gad Ngabo) but includes personnel of various ethnic backgrounds united in opposition to CNDP. As a result, three senior FPLC colonels are gone (one killed, one surrendered, one in exile). According to senior MONUSCO officials, FPLC recruits in refugee camps in southwestern Uganda and is known to use Kampala as a base for political activities. As noted in November 2010 by the UN Group of Experts, "FPLC is much more important symbolically than it is operationally. The coalition-building rebel movement represents a current running counter to regional trends, tapping into disillusionment with the direction and consequences of the peace agreement with CNDP."[63] It is indeed this symbolic resistance to CNDP—and by extension to the Rwandan government—and the potential for FPLC to ally with what may be a growing regional and international movement against the Kagame regime that has Kigali so worried, and so eager to eliminate this threat.

Several Mai Mai groups remain active in North Kivu. In 2007, these groups unified under the banner of PARECO, with groups of Hutu, Hunde, and Nande ethnicity united in opposition to CNDP. One of the strongest of these groups was the Janvier group, so-called because of its commander, "General" Janvier Buingo Karairi.[64] Janvier was the former commander of the Hunde branch of PARECO, and has been defending the Hunde community in Masisi against CNDP's land seizures. According to a senior MONUSCO official, as of April 2011, Janvier's group was being slowly eliminated and pushed westward by CNDP elements, which are giving seized Hunde land to Congolese returnees from Rwanda as well as to "economic migrants" from Rwanda.[65] Two Mai Mai groups in Walikale remain in the bush (Mai Mai Kifuafua and Mai Mai Sheka[66]), but a Mai Mai group headed by Jules Mubiriza integrated into FARDC in March 2011. In the Grand Nord, Mai Mai Lafontaine (aka PARECO/FAP), which opposes CNDP, also remains in the bush.

[57]These are RC 1 in Rutshuru, and RC 2 in Masisi.
[58]These are Someka (1st Battalion), Montana (2nd Battalion), Sabena (3rd Battalion), and Bahamas (4th Battalion).
[59]See International Crisis Group, "Congo: No Stability in Kivu despite a Rapprochement with Rwanda," Africa Report no. 165, November 16, 2010, pp. 6–8.
[60]Some sources suggest FDLR also made deals with Mai Mai Mongol, Mai Mai Fujo, Lt. Col. Nsengiyumva (ex-CNDP), and RUD Urunana. Cf. International Crisis Group, "Congo: No Stability in Kivu despite a Rapprochement with Rwanda," Africa Report no. 165, November 16, 2010, pp. 7, fn. 56; 12.
[61]MONUSCO briefing, Goma, April 28, 2011.
[62]MONUSCO officials report the Rwandans have another company in reserve just across the border in Rwanda.
[63]United Nations Security Council, "Final Report of the Group of Experts on the Democratic Republic of the Congo," S/2010/596, November 29, 2010, § 60.

The security situation in advance of the November 2011 elections is in flux. It is clear the Kabila and Kagame administrations have made deals to pacify North Kivu as much as possible, but the seeds of future conflicts lie in the ongoing land grabs in Masisi, the unresolved land disputes throughout North Kivu, and the control of mines by various armed actors, including CNDP officers. A kind of collective holding of breath is happening in North Kivu, but when everyone exhales after the elections (or even before them), things could easily take a turn for the worse.

The other main security problem in North Kivu involves the ADF in the northeastern part of the province.[67] Although the ADF fled Uganda in the early 1990s and took refuge in eastern DRC in the Rwenzori Mountains and Semliki valley, it now consists of many Congolese who were forcibly inducted or are the children of original rebels. Since 2010, the FARDC has been attacking the ADF in Operation Rwenzori, with some success in terms of eliminating rebels and prompting surrenders; however, it is unlikely this situation will be resolved any time soon.[68]

ACOPE—Concrete Actions for the Protection of Infancy

Location: Beni, North Kivu province

Contact: Mopero Kambale Kamaliro, coordinator, +243.819.321.897, +243.994.031.579, acoperdc@yahoo.fr

Legal status: ACOPE is a registered NGO with the provincial government.

History: In 2006, a group of people in Beni created ACOPE (Actions concrètes pour la protection de l'enfance) to work for the protection of children who had suffered from years of conflict and insecurity. In North Kivu, children faced many problems, such as being incorporated in different armed groups, being accused of sorcery, becoming orphans, and being subjected to rape and other forms of violence. ACOPE rose up to meet the challenge of helping vulnerable youths. ACOPE conducts research on various issues regarding children's rights, provides direct assistance and services to youths, and promotes education and socioeconomic reintegration of youths into their communities. ACOPE has worked with international funders such as Save the Children and UNICEF.

Mission: Promote human rights and reduce the high frequency of human rights violations

[64]This group is formally known as the Alliance des patriotes pour un Congo libre et souverain (APCLS). United Nations Security Council, "Final Report of the Group of Experts on the Democratic Republic of the Congo," S/2010/596, November 29, 2010, § 44.
[65]Cf. United Nations Security Council, "Final Report of the Group of Experts on the Democratic Republic of the Congo," S/2010/596, November 29, 2010, § 15.
[66]See United Nations Security Council, "Final Report of the Group of Experts on the Democratic Republic of the Congo," S/2010/596, November 29, 2010, § 34–43.
[67]ADF: Allied Democratic Forces. ADF had been allied with a group called NALU (National Army for the Liberation of Uganda), but most NALU forces have reportedly deserted the current force. International Crisis Group, "Congo: No Stability in Kivu despite a Rapprochement with Rwanda," Africa Report no. 165, November 16, 2010, p. 7, fn. 58. For more on the history of ADF/NALU, see Sallie Simba Kayunga, "The Impact of Armed Opposition on the Movement System in Uganda," in Justus Mugaju and J. Oloka-Onyango (eds.), No-Party Democracy in Uganda: Myths and Realities (Kampala: Fountain Publishers 2000), pp. 115–116.
[68]See International Crisis Group, "Congo: No Stability in Kivu despite a Rapprochement with Rwanda," Africa Report no. 165, November 16, 2010, pp. 7–8.

Objectives:

- Facilitate and improve children's access to basic services such as health and education
- Promote and protect children's rights in the community

Sectors of intervention: Food security; child protection; education

Areas of operation: From its main office in Beni, ACOPE covers Lubero and Beni territories.

Populations served: Children, particularly at-risk youths

Programs:

- **Child protection:** ACOPE identifies vulnerable children, documents their identities and needs, and tries to reunite them with their families.
- **Psychosocial assistance:** ACOPE provides psychosocial assistance to children who are survivors of sexual violence and human rights violations.
- **Education:** ACOPE promotes children's right to education and sensitizes the community to take an active role in ensuring that youths get a proper education. ACOPE also pays school fees for vulnerable children.
- **Humanitarian assistance:** ACOPE closely monitors population movements in North Kivu so it can help humanitarian groups and individuals protect and serve youths.

Governance: ACOPE's supreme governing body is the general assembly, which meets annually and provides general guidance for the organization. The general assembly elects the board of directors, which meets four times a year and closely monitors ACOPE's operations. ACOPE also has a control commission, which reports to the general assembly and conducts internal controls quarterly. ACOPE has 52 employees.

ACOPE has bank accounts at BIC in Beni. For financial, administrative, and personnel management, ACOPE has:

- A procedures manual with policies for financial management; hiring and personnel issues; and purchasing policies and procedures: YES
- A computerized accounting system: YES
- A clearly defined accounting process: YES
- Clear procedures for management of payroll, petty cash, procurement, and disbursements: YES
- Staff with the technical expertise to undertake projects: YES

Funders and budget: ACOPE's annual budget is about $172,000, mainly funded by UNICEF.

Accomplishments:

- Conducted six multisectoral evaluations and reported results to the Rapid Response Mechanism in Beni

- Identified and documented more than 500 cases of vulnerable children needing assistance in northern North Kivu
- Empowered more than 600 youths through microcredit and professional training
- In 2010, reunited 288 children with their families

Strengths:

- Experienced and competent staff
- Available office equipment and management tools
- Good working relationships with local authorities and international organizations
- History of successful program implementation

Needs:

- Technical capacity building for the staff
- Financial support to expand program activities
- Logistical and transport means for field activities

Organizational vision: Expand program activities and promote child protection throughout North Kivu

Project proposals:

- **Helping survivors of sexual violence:** In Beni and Lubero territories, ACOPE will assist 500 women and 500 children who are survivors of sexual violence and will provide PEP kits to 15 health centers while sensitizing the communities to fight against sexual violence. Cost: $124,000
- **Professional training and literacy for youths:** ACOPE will establish professional training centers (mechanics, driving schools, carpentry, sewing, small business, and animal husbandry) and a literacy center for vulnerable youths. It will also sensitize the community about child rights and child protection and will disseminate child protection legal texts. Cost: $129,000
- **Justice and citizenship:** ACOPE will train and sensitize 350 local authorities about the terms and conditions for the detention of children, and about arbitrary arrest. It will also sensitize children on good citizenship and will create 25 empowerment centers for the community reintegration of children released from detention. Cost: $124,000

ACPDI—Action of Community Farmers for Integral Development

Location: Butembo, North Kivu province

Contact: Kachelewa Paluku, coordinator, +243.994.374.596, +243.810.062.195, acpdi2005@yahoo.fr

Legal status: ACPDI is a registered NGO with the provincial government.

History: Created in November 2003 by a group of farmers in Lubero territory, ACPDI (Actions des communautés paysannes pour le développement intégré) set out to promote community voices in the development agenda. These farmers had ideas about addressing issues of local importance, but lacked the agency to turn their ideas into action. The founding members of ACPDI enumerated a variety of concerns that shaped their work, including the need for drinking water, the need to increase agricultural production, the desire to have their children go to school, and the need to fight against sexual violence and the spread of HIV/AIDS. From humble beginnings, ACPDI grew in scope and size, and has worked with international funders, including AAA, World Vision, Reach Italia, and the European Commission.

Mission: Promote community initiative and individuals in order to improve the community development process

Objectives:

- Educate farmers about improved agricultural techniques for better yields
- Promote the processing of agricultural products for improved revenue
- Promote public health in the community
- Initiate and engage in environmental protection activities
- Initiate and promote community development activities for self-empowerment

Sectors of intervention: Food security; health; youth training; environment protection; microcredit

Areas of operation: Lubero territory and Butembo town

Populations served: Farmers and their families, youths, and women

Programs:

- **Food security:** ACPDI organizes local committees and helps them create community farms. At these farms, ACPDI educates farmers about ways to improve their yields and provides them with improved seeds.
- **Microfinance:** ACPDI gives rabbits to committee members and requires them to pay back in kind; the new rabbits are then given away to continue this unique program of microfinance.
- **Professional training:** ACPDI identifies and selects vulnerable youths in the community and ensures their training, according to their capacity, in either carpentry or sewing. ACPDI runs four training centers, at Alimbongo, Kisthombiro, Mbingi, and Butembo.

Governance: The supreme governing body is the general assembly, which meets every year and selects the board of directors. The board meets twice per year to monitor the organization's work and review employee performance. The board has responsibility for hiring staff and takes an active role in the organization's activities. ACPDI has seven permanent staff and 20 volunteers who work in different field bases in Lubero territory.

ACPDI has an account at BIC in Butembo. For financial, administrative, and personnel management, ACPDI has:

- A procedures manual with policies for financial management; hiring and personnel issues; and purchasing policies and procedures: YES
- A computerized accounting system: NO, but tracks finances using Excel
- A clearly defined accounting process: YES
- Clear procedures for management of payroll, petty cash, procurement, and disbursements: YES
- Staff with the technical expertise needed for its programs: YES

Funders and budget: For 2010, ACPDI's budget was $363,459. Funders include AAA, FAO, World Vision, Reach Italia, ECHO, and the Congolese Ministry of Agriculture.

Accomplishments:

- Assisted 1,800 households with seeds, training on improved agricultural practices, and/or rabbits
- Distributed cassava tubers to 3,000 households
- Established seven mills to process food: two in Kitchombiro and five in Kirumba
- Received one farm tractor and two harrows from the provincial government, which it uses to help its members and community associations
- Built two storehouses for agricultural products at Kaseye and Katondi

Strengths:

- Competent and qualified staff
- Visible actions in the community with effective impacts
- Donors' trust

Needs:

- Capacity building for the staff
- Greater financial means for implementation of programs
- New office equipment

Organizational vision: Expand its activities in other operational areas in order to ensure food security for its members, and multiply professional training opportunities for youths

Project proposals:

- **Establishing counseling houses:** In Lubero territory, ACPDI will establish counseling houses where it will counsel survivors of sexual violence, facilitate economic and legal assistance for these survivors, and organize community meetings for education on HIV/AIDS and other sexually transmitted diseases. Cost: $132,000

- **Socioeconomic reinsertion:** ACPDI will ensure the socioeconomic integration of young and single mothers, ex-combatants, and at-risk youths while sensitizing them to fight against various forms of gender-based violence. ACPDI will also educate the community about peace and reconciliation. Cost: $90,192
- **Human rights, gender education, and agro-pastoral assistance:** ACPDI will train the community and key people about fundamental human rights. It will also train peer educators about the prevention of HIV/AIDS and sexual violence, and the importance of family planning and nutrition. Finally, ACPDI will disseminate improved seeds to local farmers. Cost: $420,000

Act for Gender (AFG)

Location: Beni, North Kivu province

Contact: Sebastien Makwa, coordinator, +243.994.025.396, +243.810.379.824, actforgender@rocketmail.com

Legal status: AFG is a registered NGO with the provincial government.

History: In 2007, a group of people created Act for Gender (AFG) to address local needs in a context of political insecurity and food insecurity. The group was initially focused on the situation of farmers in Kyanzaba, a town in Beni territory where the population was malnourished and lived in extreme poverty. AFG sought to help Kyanzaba and other communities come up with ideas to help their economic and social situations, and to protect human rights and promote public health. AFG promotes equal participation by men and women in its own work, and in its work with local communities. AFG has worked with international funders and partners, including the Norwegian Refugee Council and UNDP/OCHA (Pooled Fund).

Mission: Promote gender equity and awareness, and address the needs of vulnerable populations

Objectives:

- Promote gender in every aspect of life and engage in advocacy on behalf of vulnerable members of the population
- Carry out multisectoral evaluations of areas deemed humanitarian crisis spots
- Provide judicial and legal assistance and psychosocial support to victims of harassment, and provide assistance with food and nonfood items for IDPs and persons with disabilities
- Organize a rotating microcredit loan
- Improve access to better seeds, tools, and training for improved agricultural techniques

Sectors of intervention: WASH; food security; good governance; microfinance; health; peace building

Areas of operation: Beni and Lubero territories

Programs:

- **Multisectoral evaluations:** AFG carries out multisectoral evaluations to identify the needs of IDPs, returnees, and other vulnerable groups. It conducts this work with the RRMP (Rapid Response to Population Movement) program coordinated by UNICEF and OCHA.
- **Distribution of nonfood items:** AFG works in collaboration with local health zones to distribute mosquito nets to combat malaria among vulnerable groups, particularly pregnant women.
- **Microcredit:** AFG has started a microcredit cooperative to improve quality of life at the family level.

Governance: AFG's supreme governing body is the general assembly, which is composed of 18 members and meets annually. The general assembly provides guidance to the organization and approves budgets and strategic plans. The general assembly elects the board of directors, which is composed of five members, meets every quarter, monitors AFG's operations, and develops the strategy for these operations. The control commission is also elected by the general assembly and is responsible for internal financial and system audits and controls. AFG has 19 employees.

AFG has an account at BIC in Beni and a cooperative account at CREDEF in Beni. For financial, administrative, and personnel management, AFG has:

- A procedures manual with policies for financial management; hiring and personnel issues; and purchasing policies and procedures: YES
- A computerized accounting system: YES
- A clearly defined accounting process: YES
- Clear procedures for management of payroll, petty cash, procurement and disbursements: YES
- Staff with technical expertise to undertake projects: YES

Funders and budget: For 2010, AFG's budget was $72,000. Funders include UNDP (Pooled Fund money); AFG gets seeds and other nonmonetary assistance from FAO.

Accomplishments:

- Conducted five multisectoral and sectoral evaluations in Mbutaba, Bulongo, Mutwanga, Eringeti, and Rugetsi
- Distributed agricultural supplies (seeds and tools) in Mangina, Kyanzaba, Mbutaba, and Mabuku
- Worked in collaboration with PPSSP to distribute repellent-impregnated mosquito nets in Bulongo, Mwenda, Mutwanga, Kisima, Lume, and Kyanzaba
- Runs demonstration fields and fisheries in Kyanzaba

Strengths:

- Qualified staff with successful project implementation experience
- Founding members who regularly contribute financially
- A particularly strong relationship with the UN's Food and Agricultural Organization

Needs:

- More financial means and multiyear grants to increase its self-sufficiency
- Rehabilitation of 11 water points in Kalinda (Beni territory) to assist 4,745 people living there

Project proposals:

- **Creating fish farms:** AFG will work with local farmers to establish fish farms. It will identify suitable sites, help farmers construct fish ponds, provide them with fish, and ensure technical and follow-up support to increase local consumption of protein. Cost: $93,715
- **Planting trees:** In Lubero and Beni towns, AFG will plant trees and sensitize the local communities to fight against climate change through tree planting. AFG will ensure the provision of seeds and technical support to community members, who will raise seedlings and plant trees. Cost: $143,060
- **WASH:** In southern Lubero and northern Beni territories, AFG will sensitize communities about hygiene and waterborne diseases, construct water points, and build latrines. Cost: $325,124

AIDES—Actions and Interventions for Social Development and Training

Location: Goma, North Kivu province

Contact: Benjamin Mounege Baharanyi, coordinator, +243.814.168.809, +243.999.993.284, aides.goma@yahoo.fr

Legal status: AIDES is a registered NGO with the national government.

History: AIDES (Actions et interventions pour le développement et l'encadrement social) was created in 1998 in Kinshasa. From its beginning, AIDES worked with UNHCR for the protection of refugees and displaced persons. Over time, AIDES grew to work on other topics, such as psychosocial support and economic empowerment of displaced populations, and assistance with their transition back to their original towns and villages. AIDES has constructed schools and hospitals to ease returnees' transition back to a normal life. AIDES has worked in many parts of DRC, including Bandundu, Equateur, Katanga, South Kivu, and North Kivu. In North Kivu, it works in the areas hardest hit by conflict. Throughout its history, AIDES has mainly worked with UNHCR and UNICEF.

Mission: Empower communities after various crises such as war and natural disasters

Objectives:

- Improve the living standards of displaced communities
- Register and take charge of the displaced, returnees, and other vulnerable populations
- Provide assistance to the victims of natural calamities
- Initiate and implement large-scale community development projects

Sectors of intervention: Protection; food security; education; emergency assistance

Areas of operation: In North Kivu, AIDES works in Rutshuru, Masisi, and Lubero territories.

Populations served: Displaced and other vulnerable populations

Programs:

- **Assistance to the displaced:** AIDES pays subsistence allowances and provides shelters for displaced populations. It also pays school fees for displaced children, provides psychosocial support to displaced populations, and distributes nonfood items to them.

Governance: The supreme governing body is the general assembly, which meets every year and elects the board of directors. The board meets two times a year and oversees the development and operations of AIDES. A local management committee ensures monthly monitoring of the office operations and conducts an internal audit of AIDES's finances and equipment. AIDES has 48 staff; 39 are contracted on a yearly basis and nine are permanent staff.

AIDES has an account with Rawbank in Goma. For financial, administrative, and personnel management, AIDES has:

- A procedures manual with policies for financial management; hiring and personnel issues; and purchasing policies and procedures: YES
- A computerized accounting system: YES
- A clearly defined accounting process: YES
- Clear procedures for management of payroll, petty cash, procurement, an disbursements: YES
- Staff with the technical expertise to undertake projects: YES

Funders and budget: AIDES's annual budget is approximately $600,000. Its main funder is UNHCR.

Accomplishments:

- Constructed a school complex of 28 classrooms at Kimpese
- Constructed hospitals in Bandundu, Bas-Congo, Equateur, and South Kivu
- Constructed 24 school complexes at Kilewa in Bas-Congo
- Rehabilitated six schools in Gemena

- Built a hospital center in Kyasungwa
- Constructed 46 classrooms in Fizi
- Constructed four transit centers at Moba, Pepa, Pweto, and Kalemi
- Rehabilitated transit centers in Kavinvira and Kivovo in South Kivu

Strengths:

- Competent and motivated staff
- Confirmed experience in serving the vulnerable, particularly the displaced
- Strong visibility and a good reputation at the national level
- A large capacity in logistics and office equipment

Needs:

- Capacity building for the staff
- Integration of HIV/AIDS into its programming

Organizational vision: Extend its activities into the Ituri district (Orientale province) and have a strong visibility as a humanitarian service provider to the displaced and other vulnerable populations

Project proposals:

- **Support for female surivors of armed conflict in Masisi:** AIDES seeks funds to help 300 women with income-generating activities, development of savings, knowledge of their rights, and reinsertion into their communities. Cost: $186,000 (for two years)
- **Improving education:** AIDES seeks funds to rehabilitate 15 schools (nine primary schools, six secondary schools) in the territories of Masisi, Rutshuru, and Walikale. In addition to improving the structures, building latrines and water points, and providing new classroom and educational materials, AIDES will organize trainings for the teachers to increase their effectiveness and the quality of the education. Cost: $251,500 (for one year)

ASAF—Women's Health Actions

Location: Goma, North Kivu

Contact: Jacques Kahorha, coordinator, +243.994.016.929, asafKongo@yahoo.fr

Legal status: ASAF is a registered NGO with the national government.

History: In 2001, a group of people in Kinshasa started ASAF (Actions santé femmes) to address the problem of public health and family care. During 2003–04, ASAF extended its activities to Katanga and South Kivu. In 2004, ASAF moved into North Kivu and conducted a rapid assessment of food security in Goma. Over the past years, ASAF has benefited from international funding from Mercy Corps, Oxfam GB, UNFPA, Norwegian People's Aid, and Solidarités International.

Mission: Build women's capacity for public health promotion in their respective communities

Objectives:

- Promote women's health through curative and preventive care
- Facilitate women's access to primary health care
- Save the lives of women and children in emergency cases

Sectors of intervention: Food security; health and hygiene

Areas of operation: Based in Goma, ASAF works in the Masisi, Rutshuru, Lubero, and Beni territories.

Populations served: ASAF's target groups are primarily women and children, but it also serves other vulnerable populations, including the displaced, elderly, and disabled.

Programs:

- **Food security:** ASAF has provided tools and seeds to farmers in Rutshuru and Mugunga.
- **HIV:** ASAF sensitizes society about HIV/AIDS and teaches people various ways to prevent infection. As part of its work, ASAF has distributed condoms to schools, villages, hotels, and other public places.
- **Reproductive health:** ASAF works with individual families and entire communities to educate them about family planning and the importance of birth spacing. It also trains stakeholders about safe motherhood as a way of reducing maternal death.
- **Public health:** ASAF constructs water points and hygiene structures in the community to prevent waterborne diseases and promote public health. It also takes an active role in the campaign against malaria by distributing mosquito nets.

Governance: The supreme governing body is the general assembly, which meets once a year. The general assembly selects the management board, which meets every six months to oversee ASAF's operations. A monitoring committee meets every three months, reports to the general assembly, and conducts an annual internal audit of ASAF's finances. ASAF has 16 staff.

ASAF has an account at BIC in Goma and with the financial cooperative COOPEC IMARA in Goma. For financial, administrative, and personnel management, ASAF has:

- A procedures manual with policies for financial management; hiring and personnel issues; and purchasing policies and procedures: YES
- A computerized accounting system: YES
- A clearly defined accounting process: YES
- Clear procedures for management of payroll, petty cash, procurement, and disbursements: YES
- Staff with the technical expertise to undertake projects: YES

Funders and budget: For 2011, ASAF's budget is approximately $500,000. Funders include Mercy Corps, Norwegian Church Aid, and Forum Sida.

Accomplishments:

- Ensured water treatment, storage, and distribution to the displaced population of Mugunga 3 (IDP camp in North Kivu) for one year
- Constructed six water sources at Tongo and Hohe
- Distributed soap to the displaced population of Mugunga
- Organized a mass campaign for public health promotion
- Sensitized displaced people and other communities about HIV/AIDS

Strengths:

- Qualified and competent staff
- Sustainable work on the ground without totally depending on external funding
- Record of successful program implementation
- Ready to work for vulnerable persons in remote areas with very limited budget
- Good financial, administrative, and logistic management

Needs:

- Capacity building for the staff
- Financial and institutional support for greater involvement in program implementation

Organizational vision: Expand program activities to cover a larger scale, ensure community empowerment and public health, and encourage women's leadership

Project proposals:

- **Vocational training for youths:** In Beni and Oicha, ASAF will provide professional training for youths and starter kits for their new vocations, with the goal of increasing their dignity and self-sufficiency. Cost: $35,303
- **Water points and hygiene promotion:** ASAF will construct eight water points and promote hygiene in Rwanguba, to reduce the currently high rate of waterborne diseases. Cost: $7,522

ASMADI—Women's Association for Integral Development

Location: Rubare, North Kivu province

Contact: Andree Burindi, coordinator, +243.994.555.851, and Safina Kahindo, president, asmadiasbl@yahoo.fr

Legal status: ASMADI is a registered NGO with the provincial government.

History: ASMADI (Association des mamans pour le développement intégré) was created in 1987 by a group of women after a cholera outbreak in Rutshuru. These women were concerned about the poor state of infrastructure and development that contributed to the outbreak, as well as other waterborne diseases that frequently afflicted their communities. Over the past decades, ASMADI has benefited from external funding from several international organizations, including Mondo Giusto, FAO, GIZ (formerly GTZ), and ICCO.

Mission: Accompany women during the process of self-development and help them know their rights in society

Objectives:

- Increase agricultural productivity
- Promote women's leadership in the community
- Fight against sexual violence and communicable diseases such as HIV/AIDS
- Ensure the community integration of survivors of sexual violence
- Teach life skills to women and other vulnerable populations

Sectors of intervention: Food security; human rights; gender and justice; health

Areas of operation: Rutshuru territory, with special focus in the villages of Bweza, Bukama, and Kisigari

Populations served: ASMADI primarily serves the women of Rutshuru territory.

Programs:

- **Food security:** ASMADI runs a 50-hectare (124-acre) farm where its members plant beans, cabbage, rice, and sorghum. It also has a fishpond. ASMADI has another 7-hectare (17-acre) field in Kazanza and a 3-hectare (7-acre) farm in Nyabirehe.
- **Human rights:** ASMADI works with HEAL Africa to provide psychosocial assistance to survivors of sexual violence.
- **HIV/AIDS:** ASMADI carries out community education campaigns on HIV/AIDS.

Governance: ASMADI's supreme governing body is the general assembly, which meets annually. The general assembly decides the overall focus and programs for the coming year and elects the board of directors, which meets quarterly and monitors ASMADI's work. ASMADI has four permanent employees.

ASMADI has an account at a local cooperative bank known as MECRERU in Rutshuru. For financial, administrative, and personnel management, ASMADI has:

- A procedures manual with policies for financial management; hiring and personnel issues; and purchasing policies and procedures: NO, but ASMADI's partner BOAD is developing one for them
- A computerized accounting system: NO

- A clearly defined accounting process: YES
- Clear procedures for management of payroll, petty cash, procurement, and disbursements: YES
- Staff with the technical expertise to undertake projects: YES

Funders and budget: ASMADI's 2010 budget was $45,902. Funders include MERLIN, ICCO, FAO, and FED (Fonds Européen pour le développement).

Accomplishments:

- Has 7 acres of land for farming
- Distributed 54,200 tubers of improved cassavas to the farmers
- Has an experimental farm for rice, cabbage, and beans

Strengths:

- One big office with technical and office equipment
- Confirmed experience in project management
- Competent human resources to carry out program activities
- Registered with the local authorities

Needs:

- A manual of procedures to improve internal management
- Financial means for program activities
- Capacity building of the staff

Organizational vision: Have a secure workplace, have a community radio station, and expand its activities in response to community needs

Project proposals:

- **Computer training in Rutshuru:** ASMADI will establish computer training centers in Rutshuru territory and establish a community cybercafe to improve community access to the Internet. Cost: $13,787
- **Transforming agricultural products:** ASMADI will establish milling machines in nine villages to enable communities to transform agricultural products, saving labor and enabling farmers to increase their profits. Cost: $148,670
- **Establishing a community center:** ASMADI will construct a community center in Rubare to promote the local culture and traditions, and create a space conducive to community meetings. Cost: $63,472

CHAM—Community Hope Action Ministry

Location: Beni, North Kivu province

Contact: Jean Paul Tingityabo Musubi, coordinator, +243.994.181.659, and Undehoso Ukameli, president, +243.997.744.561, cham.action@yahoo.fr

Legal status: CHAM is a registered NGO with the provincial government.

History: In January 2008, CHAM was created by a group of individuals living in Beni territory with the major aim of raising the living standard of the people in that area. As a faith-based organization, CHAM works with local churches in the community. Despite being a young organization, CHAM has worked with many international partners, including Reach Italia, the Positive Action for Children Fund, Bright Hope World, and UNDP.

Mission: Strengthen the capacity of church leaders and other key people in the community to promote long-term development

Objectives:

- Improve the living standards and promote the rights of the most vulnerable people
- Engage in the fight against HIV/AIDS
- Build the capacity of community-based organizations and civil society for sustainable development

Sectors of intervention: Health; protection; community development

Areas of operation: CHAM works with the Mutwanga, Oicha, Beni, Rwanguba, Bunia, Nyankunde, and Komanda (Beni territory and Ituri district) health zones.

Populations served: Vulnerable populations, including women, children, and pygmies

Programs:

- **Orphans project:** CHAM has developed a program to assist orphaned children by paying for their school fees and medical treatment.
- **HIV/AIDS and sexual violence:** CHAM sensitizes the community about the prevention of HIV/AIDS and the availability of various services for the infected and affected. CHAM also works with local partners to cover the whole cycle of treatment for survivors of sexual violence.
- **Capacity building:** CHAM invests in the capacity building of individuals and local organizations.

Governance: The supreme governing body is the general assembly, which is made up of 23 members, meets every two years, and elects the board of directors. The board has seven members, meets upon the invitation of the president, and oversees the development and operations of CHAM.

The executive committee of the board is responsible for executing the major decisions of the general assembly and those of the board while ensuring the smooth running of the office. CHAM has 11 staff. CHAM has an account with BIC in Beni. For financial, administrative, and personnel management, CHAM has:

- A procedures manual with policies for financial management; hiring and personnel issues; and purchasing policies and procedures: YES
- A computerized accounting system: YES
- A clearly defined accounting process: YES
- Clear procedures for management of payroll, petty cash, procurement, and disbursements: YES
- Staff with the technical expertise to undertake projects: YES

Funders and budget: For 2011, CHAM's budget is approximately $150,000. Funders include Bright Hope World, UNDP, and Reach Italia.

Accomplishments:

- Assisted 120 orphans in the Oicha heath zone with medical care and education
- Constructed a health center for pygmies at Manzila in the Oicha area
- Constructed the Shauri-Moja primary school in the Komanda health zone

Strengths:

- Well established and well respected in the community
- Legally registered with the local government
- Qualified and experienced staff
- Extensive experience in community capacity building

Needs:

- Increasing the knowledge of its staff and expanding its services to new areas
- Better office equipment and means of transport

Organizational vision: Expand its activities to cover a larger area

Project proposals:

- **Community capacity building in food and livelihood security:** In the impoverished Mutwanga health zone, CHAM will assist vulnerable populations with support and tools for agricultural and animal husbandry projects. CHAM will also provide trainings on financial management and marketing techniques. Cost: $870,000 (over three years)

- **Supporting orphans and vulnerable children:** In the Mutwanga health zone, CHAM will strengthen the capacities of local organizations to take on caregiver roles for orphans and vulnerable children, thereby increasing the youths' participation in school and the local community. It aims to work with ten local groups and reach 1,500 vulnerable children. Cost: $740,000 (over three years)
- **Supporting sexual and gender-based violence survivors:** CHAM proposes to work with five local organizations that help 500 survivors of sexual and gender-based violence in the Mutwanga health zone, in order to help these women with psychosocial and socioeconomic assistance, and sensitize communities about this violation of women's rights. Cost: $850,000 (over three years)

COTEDER—Technical Council for Rural Development

Location: Butembo, North Kivu province

Contact: Roland Mukata, executive secretary, +243.998.385.738, cotederform@gmail.com, rolandmukata@gmail.com

Legal status: COTEDER is a registered NGO with the provincial government.

History: COTEDER (Conseil technique pour le développement rural) was created in 1986 by a group of rural development experts who sought to increase the capacities of community-based organizations working on rural development. It has engaged in a variety of activities, including rehabilitation of roads to facilitate market access, extension of microcredit, and establishment of demonstration garden plots where COTEDER uses improved seeds and shows farmers better garden management techniques. COTEDER has worked with national and international partners, including CCFD and VECO Belgium.

Mission: Accompany the peasants' movement for self-promotion and development in North Kivu

Objectives:

- Increase and diversify agricultural products
- Build the capacity of peasants so they can be aware of their rights and duties
- Enhance the institutional and technical capacities of local organizations
- Promote the socioeconomic development of women

Sectors of intervention: Food security; organizational capacity building

Areas of operation: Beni, Lubero, Masisi, Rutshuru, and Goma

Populations served: Community-based organizations and farmers

Programs:

- **Agricultural activities:** COTEDER has an experimental field where it grows and multiplies seeds and distributes them to peasants' groups. It also rehabilitates roads to facilitate the transport of crops from farms to markets.
- **Women's promotion:** COTEDER invests in the emergence of female leadership and works to train, facilitate, and support the development of women. As part of this program, COTEDER participates in the campaign "All the Girls to School."
- **Capacity building:** COTEDER facilitates the capacity building of local groups through training, coaching, exchange visits, and technical support.

Governance: The supreme governing body is the general assembly, which meets once a year. The general assembly selects the management board, which meets every three months to oversee COTEDER's operations. A monitoring and evaluation committee meets every six months, reports to the general assembly, and conducts an annual internal audit of COTEDER finances. COTEDER has 13 staff, including facilitators and agricultural engineers.

COTEDER has an account at BIAC in Butembo and with the financial cooperative ADEC in Butembo. For financial, administrative, and personnel management, COTEDER has:

- A procedures manual with policies for financial management; hiring and personnel issues; and purchasing policies and procedures: YES
- A computerized accounting system: NO
- A clearly defined accounting process: YES
- Clear procedures for management of payroll, petty cash, procurement, and disbursements: YES
- Staff with the technical expertise to undertake projects: YES

Funders and budget: For 2011, COTEDER's budget is $150,000. Funders include VECO Belgium and CCFD.

Accomplishments:

- Rehabilitated the roads from Kabasha to Ngumo, and from Matembo to Vutumbe-Makima
- Established three demonstration garden plots
- Created a community syndicate for the promotion of peasants' rights
- Created a women's support fund that facilitates their access to microcredit
- Plants and produces rice to supplement its budget

Strengths:

- Strong, dedicated staff with extensive experience
- Community trust as a result of the organization's maturity

- Office space with quality equipment
- Proven ability to successfully implement projects
- Good terms with government officials

Needs:

- Training for staff
- Finance for its programs

Organizational vision: Improve the organization's work, become more visible, and empower farmers

Project proposals:

- **Establish a palm oil–processing plant:** COTEDER seeks funds to establish a plant to process palm crops into palm oil, which will increase the profits for local farmers. COTEDER will establish the plant in the town of Mbumbi (Beni territory), purchase a generator and fuel to run the plant, and train women and youths to manage the machine and the operation. This project will create an industry in the town, generate local employment, and improve the socioeconomic conditions of the area's residents. Cost: $58,800
- **Training veterinary aides:** COTEDER will organize trainings for 500 people to learn basic veterinary skills. COTEDER will train people in five localities in Beni and Lubero territories, and expects the result to improve animal health in the region, with a resultant socioeconomic benefit for households that keep animals. Cost: $12,000
- **Rehabilitating a road to provide market access:** The locality of Vutumbe has become isolated due to the poor condition of roads in the area. This has had a negative impact on the population, which has difficulty getting its produce and animals to market, and also limits access to consumer goods, which are sold at a high price in town due to the rough roads. COTEDER proposes to rehabilitate the road between Vutumbe and Makima to help local farmers and animal keepers. Cost: $84,000

CV—Children's Voice

Location: Goma, North Kivu province

Contact: Christine Musaidizi, executive director, +243.992.888.777, christinemusaid@hotmail.com

Legal status: Children's Voice is a registered NGO with the provincial government.

History: Founded in 2001 during the height of the war, CV is an initiative of ten women from Goma aimed at mobilizing the community to assist vulnerable children suffering as a result of regional instability. Each woman made either a financial or a material donation in order to start the organization. Traditionally in DRC, a group of ten houses selects a leader to represent their voice and concerns in the community. CV works in partnership with these neighborhood leaders to identify children in extreme conditions who are priorities for assistance. Likewise, if an orphaned child is in need

of a foster family, CV works with the neighborhood leaders to identify potential families who would be willing to support the child. CV has two centers and is one of the largest community-based organizations in Goma providing educational and economic opportunities to vulnerable children. CV has worked with international partners such as ECI, UNICEF, MONUSCO, World Vision, and USAID.

Mission: CV provides opportunities for education, income generation, and psychosocial assistance for vulnerable children.

Objectives:

- Provide accelerated primary-school education for youths who are too old to enroll in government primary school
- Give older youths the opportunity to learn a trade through vocational training
- Identify foster families for orphans enrolled in the program and microgrant assistance for foster families
- Develop teacher curriculum for teaching gender equity and respect in the classroom

Sectors of intervention: Education; microfinance; at-risk youth

Area of operation: North Kivu

Programs:

- **Formal schooling:** Children aged 9 to 14 are accepted for an accelerated primary school where they complete two years of curriculum within one year.
- **Vocational training:** Youth aged 14 to 17 who have not completed primary school or have only studied one to two years are accepted for a vocational training program with accompanying literacy courses. Training programs include sewing, tailoring, carpentry, masonry, and mechanics.
- **Psychosocial assistance and family mediation:** The centers provide counselors for children. CV staff members work with neighborhood leaders to identify children who need assistance and families who can benefit from outside mediation. CV offers income generation grants to families who care for children at the center who are either orphans or do not have healthy family situations. These grants are part of the family's primary source of revenue and assist with child-related expenses.

Governance: The supreme governing body is the general assembly, which oversees the administration council. The administration council directly supervises CV's coordination team, which manages and appoints personnel. The general assembly meets twice a year and the administration council meets bimonthly to supervise the work of the coordination team and personnel. The administration council also conducts an internal audit.

CV employs 30 staff members and utilizes community volunteers to identify potential beneficiaries for its programs and place children with foster families. CV employs teachers and counselors to work with foster families and assist in solving any problems that arise from taking the child into a

new home. In some cases, parents work on the school grounds in order to contribute to their child's education.

CV has a bank account in Goma at BIAC. For financial, administrative, and personnel management, CV has:

- A procedures manual with policies for financial management; hiring and personnel issues; and purchasing policies and procedures: YES
- A computerized accounting system: YES
- A clearly defined accounting process: YES
- Clear procedures for management of payroll, petty cash, procurement, and disbursements: YES
- Staff with the technical expertise to undertake projects: YES

Funders and budget: In 2010, CV's budget was $660,000. Donors included ECI, World Vision, and USAID.

Accomplishments:

- In the 2010–11 academic year, CV provided formal primary schooling for 540 students in its accelerated primary school.
- In the 2010–11 academic year, CV provided vocational training for 120 students.
- Since 2006, CV has enrolled 500 to 600 children in primary school each academic year.
- CV built its administrative capacity to the point where it was able to receive a USAID subgrant from 2010–14.

Strengths:

- Has a strong reputation within the community and works closely with neighborhoods to identify vulnerable children who can benefit from its services
- Provides the necessary financial and mediation assistance for foster families caring for orphans without using the sponsorship approach in which one child is favored and receives all the benefits of outside assistance. Instead, financial assistance is allocated to the entire family
- Experience working with large donors such as UNICEF and World Vision and has demonstrated financial transparency and accountability
- CV is the lead organization in the UN Child Protection cluster, meaning that it directs coordination meetings between all the CBOs in the Goma area working in child protection
- Strong, involved executive and advisory boards, ensuring appropriate guidance and strategic direction for CV staff

Needs:

- CV's budget was partially dependent on UNICEF DRC, which had a cash flow deficit in late 2009, creating difficulty for the 2010–11 academic year.
- Teacher curriculum can be improved.
- Internships for students in the vocational training program could be more closely monitored and evaluated in order to improve the success rate of those who can make a viable living upon graduation.

Organizational vision: Disadvantaged primary school–age children have the chance to receive a formal education, and older, uneducated youth have the opportunity to learn a trade that will enable them to make a respectable living.

Project proposals:

- **Vocational training for youth:** Train 180 youths in a trade such as auto repair, restaurant preparation, furniture building, and sewing. Provide students with a microgrant to begin their trade upon graduation. Cost: $125,000 over one year
- **Microgrants and education for women:** Enable urban and rural women to increase their annual income and, therefore, their ability to pay school fees for their children, through vocational training, microgrants, literacy, and education. Cost: $680,00 over three years
- **Teacher curriculum development:** Increase the knowledge and capacity of teachers and vocational trainers to instruct their students using creative and participatory methods. Cost: $40,000 over two years

DFJ—Dynamic of Women Jurists

Location: Goma, North Kivu province

Contact: Claudine Tsongo, +243.998.091.890, or Nelly Mbangu, +243.995.406.684, dfjasbl@yahoo.fr

Legal status: DFJ is a registered NGO with the provincial government.

History: Founded by female lawyers, judges, and activists in 2001, DFJ (Dynamique des femmes juristes) initially advocated for human rights and legal action against perpetrators of human rights violations during the war. Results became increasingly difficult to attain during the transitional government, as there was no functioning justice system in place. The organization remained active in the community but did not have the capacity to prosecute cases due to the dysfunction of the judicial system and limited donor funding to fight impunity. In 2006, when the first democratically elected government was installed, five women lawyers who had just graduated from law school in Goma decided to invest and further develop the organization, as now the justice system at least had a legitimate government behind it. Their courage and actions were recognized, and they secured their first funding from Finnish Church Aid in 2006 to prosecute cases relating to the violations of human rights with an emphasis on women.

DFJ is composed of counselors and lawyers who legally assist survivors of gender-based violence and women whose rights have been violated. DFJ works with various different women's rights organizations and coalitions. These groups refer women to DFJ, which then follows the case, collects evidence, and prosecutes the case in court if adequate evidence is available against the defendant. When funding is obtainable, DFJ supports lodging expenses for women who must come to Goma to prosecute their case.

DFJ also focuses on property and inheritance rights. Often, after a woman's husband dies, her in-laws may try to take their possessions, claiming that it belongs to the husband's family. According to Congolese law, the wife has the rights to all the property owned by her husband, but this law is rarely enforced and has a detrimental effect on widows and their children. DFJ has worked with many international donors, including ICCO (Dutch aid), MONUC Human Rights, Finnish Church Aid, OSISA, and ECI.

Mission: Defend the rights of survivors of gender-based violence and prosecute legal and human rights violations against women

Objectives:

- Prosecute cases of sexual violence and women's rights violations in the provincial court system
- Successfully convict offenders of women's rights
- Challenge the court system to develop a stronger system of managing cases involving the violation of women's rights through consistently prosecuting cases in court
- Educate the community about their rights guaranteed under the Congolese constitution and the consequences for breaking the laws protecting women

Sectors of intervention: Sexual violence; human rights

Area of operation: North Kivu

Programs:

- **Legal counsel:** DFJ operates four rural centers and a center in Goma for legal advice. These clinics are supervised by paralegals who determine whether or not a resolution should be pursued through mediation or legal prosecution. If it is determined that the victim is willing and there is adequate evidence, the paralegals will refer the case to DFJ lawyers in Goma. If it is judged that mediation is a more apt solution, the paralegal will gather the parties and serve as the mediator.
- **Prosecution:** DFJ specializes in prosecuting cases related to women's rights, primarily focusing on sexual violence, inheritance rights and land rights. DFJ provides a lawyer for the plaintiff and follows the case through finality. Over the past three years DFJ increased the number of cases prosecuted in court, but the percentage of judgments decreased in part due to President Kabila's initiative in early 2010 to train new judges and eliminate former judges, and in part due to the increased caseload DFJ faced.

- **Psychosocial assistance:** DFJ began offering psychosocial support to clients in 2008 after recognizing the significant trauma that many women suffered. All clients are offered the opportunity to see a counselor regularly.
- **Community education:** DFJ educates communities through the media, faith groups, and schools. It particularly focuses on United Nations resolutions 1325 and 1820 regarding the rights of women.

Governance: An administration council and a control commission are composed of nonpersonnel in order to objectively evaluate and assist with overall strategy and approach. The three members of the administration council meet with DFJ personnel every three months in order to discuss the progress of objectives, goals, and challenges encountered. The administration council must approve every project and budget that is submitted to an outside funder. The control commission is made up of two nonpersonnel who perform an internal audit twice a year before an external audit is performed. The board consists of 13 members, including the members of the administration council and control commission. The board meets yearly, and the personnel present a report of activities, budgets, successes, and challenges, and discuss future funding. DFJ has 12 staff.

DFJ has a bank account at BIAC in Goma. For financial, administrative, and personnel management, DFJ has:

- A procedures manual with policies for financial management; hiring and personnel issues; and purchasing policies and procedures: YES
- A computerized accounting system: YES
- A clearly defined accounting process: YES
- Clear procedures for management of payroll, petty cash, procurement, and disbursements: YES
- Staff with the technical expertise to undertake projects: YES

Accomplishments:

- In 2007, DFJ prosecuted 24 cases with 17 judgments in favor of the survivor.
- In 2008, DFJ prosecuted 35 cases with 21 judgments in favor of the survivor.
- In 2009, DFJ prosecuted 80 cases with 40 judgments in favor of the survivor.
- In 2010, DFJ prosecuted 100 cases with 67 judgments in favor of the survivor.

Strengths:

- Has the capacity to train other women and lawyers and mobilize the community
- Staff lawyers are well trained and respected in the community. The organization cultivates positive relationships with the local authorities and the military and is well known by the local judicial courts.
- Has a strong network of organizations supporting DFJ's efforts. DFJ can call upon this network anytime for lobbying and public demonstrations regarding particular cases. They also rely on these organizations for connecting with women who need assistance.

Needs:

- More staff to reduce the current staff's workload
- DFJ's executive director oversees both day-to-day operations while also prosecuting cases, and has limited time to invest fully in either.
- There have been no plans for sources of auto-financing to develop reserve funding to rely on during potentially difficult times.
- There are various other organizations producing radio programming, particularly on the issue of sexual violence, and therefore messages should be shaped so as to not duplicate, but instead complement, existing efforts.

Funders and budget: In 2010, DFJ's budget was $130,000; however, for 2011, DFJ expects its budget to be $220,000. Funders include ECI, Finnish Church Aid, ICCO, and UNHCR.

Organizational vision: Contribute to strengthening the judicial system by consistently defending women's rights in the provincial court system and educating communities about the Congolese law and constitution

Project proposals:

- **Increase capacity to prosecute cases:** DFJ will be able to prosecute more cases annually with additional lawyers and funding for court fees and transport for women. Prosecute an additional 30 cases. Cost: $25,000 over one year
- **Community education and legal support centers:** Expand community education and legal support centers throughout rural areas in North Kivu, giving survivors in rural areas the chance to receive counsel about prosecuting their case at a provincial level. Cost: $50,000
- **Training for lawyers and paralegals:** Train paralegals in rural areas to provide legal advice to survivors. Provide continuing education and training for lawyers to be more effective in prosecution. Cost: $30,000

FEPSI—Women Engaged for the Promotion of Integral Health

Location: Butembo, North Kivu province

Contact: Safi Kataka, executive secretary, +243.994.003.831,
and Marie Dolorose Masika, president, +243.997.719.375, +243.813.037.199

Legal status: FEPSI is a registered NGO with the national government.

History: FEPSI (Femmes engagées pour la promotion de la santé intégrale) was created in 2000 by a group of 15 dynamic women who had a common desire to fight against sexual violence. They were also concerned about the lack of medical care for women. What started as a passion became a reality, and FEPSI has become a vital medical provider for women and children. FEPSI provides medical and psychosocial care for female survivors of sexual violence, offers HIV/AIDS tests to the general population, and educates the community about issues of health, particularly of women's health. FEPSI has worked with international funders, including UNICEF, Farmamundi, and AAA. FEPSI has also worked with many Congolese organizations, including SFVVS (La synergie des femmes pour les victimes des violences sexuelles) and PNMLS (Le programme national multisectoriel de lutte contre le sida).

Mission: Improve women's access to quality medical care

Objectives:

- Fight against sexual violence and prevent violence of any sort through community education and sensitization
- Provide psycho-medical care to the survivors of sexual violence
- Educate and sensitize the population about HIV/AIDS and other sexually transmitted diseases
- Promote nursing work through the medical empowerment of and assistance to vulnerable patients

Sectors of intervention: Health; prevention of sexual violence; human rights (especially women's rights)

Areas of operation: Beni and Lubero territories and Maniema province

Populations served: Women and children

Programs:

- **Medical care:** FEPSI runs a medical center with 60 beds to provide complete medical care to female survivors of sexual violence. FEPSI also provides complete care to malnourished children and plans to have more departments for the training of the medical and paramedical staff.
- **Human rights:** FEPSI facilitates and encourages women to denounce cases of sexual violence and facilitates legal assistance for survivors.
- **Community sensitization:** FEPSI sensitizes the community about the various forms of STDs, including HIV/AIDS.
- **Reproductive health:** FEPSI works to sensitize communities about family planning and responsible sexuality. It also sensitizes the community about safe motherhood to reduce the maternal mortality rate.

Governance: FEPSI's supreme governing body is the general assembly, which meets annually. The general assembly decides the overall focus and programs for the coming year and elects the board of directors, which meets quarterly and monitors FEPSI's work. FEPSI has 56 full-time employees, including three doctors, 40 nurses, and one clinical psychologist.

FEPSI has an account with BIAC in Butembo. For financial, administrative, and personnel management, FEPSI has:

- A procedures manual with policies for financial management; hiring and personnel issues; and purchasing policies and procedures: YES, but it needs improvement
- A computerized accounting system: YES
- A clearly defined accounting process: YES
- Clear procedures for management of payroll, petty cash, procurement, and disbursements: YES
- Staff with the technical expertise to undertake projects: YES

Funders and budget: For 2011, FEPSI's budget is $391,445. Funders include UNICEF, WFP, Farmamundi, and BOAD.

Accomplishments:

- Established 11 voluntary testing and counseling centers for HIV/AIDS
- Reinserted 42 young female survivors of sexual violence into schools
- Provided medical assistance to 600 female survivors of sexual violence
- Provided medical care and drugs to 220 HIV/AIDS patients
- Trained 28 community workers who are all working in the field
- Constructed and equipped the FEPSI hospital center, with a 60-bed capacity

Strengths:

- Motivated and well-trained staff
- Well-equipped and functioning hospital
- Provides quality medical care to the survivors of sexual violence
- Reference hospital for cases of sexual violence

Needs:

- Greater financial resources and sustainable sources of funding
- Better access to more medicine
- Better support from the Congolese government
- A permanent gynecologist and surgeon at the hospital

Organizational vision: Eradicate the sexual violence phenomenon and significantly reduce the prevalence of HIV/AIDS. In the future, FEPSI would like to build another hospital block to expand its bed capacity.

Project proposals:

- **Education for vulnerable children:** FEPSI seeks funds to help young girls who are survivors of sexual violence or living with HIV/AIDS to attend school. For one year, FEPSI will pay school fees and provide materials for 40 survivors of sexual violence and 20 girls living with HIV/AIDS. In addition, it will provide counseling for the girls and monitor their progress, with the goal of keeping them in school and helping them to reintegrate into their communities. Cost: $16,126
- **Salary and material support:** FEPSI seeks funding for salaries and equipment for its offices and hospital. Provision of this support will enable FEPSI to devote other funding directly to programs, thereby improving its functioning and reach. Cost: $352,800 (for two years)
- **Training for medical and administrative staff:** FEPSI seeks funds to provide training to half its medical staff for administrative and financial management, and for project conception, planning, and monitoring. Cost: $3,282

FJDF—Women Jurists for the Rights of the Woman and the Child

Location: Butembo, North Kivu province

Contact: Abidana Kathi, coordinator, +243.998.743.168, abidanakathi@yahoo.fr, femmesjuristesbutembo@yahoo.fr, and Catherine Katungu Furaha, president, +243.997.760.899

Legal status: FJDF is a registered NGO with the national government.

History: On March 8, 1998—International Women's Day—a group of women came up with the idea to create FJDF (Femmes juristes pour les droits de la femme et de l'enfant). At this time, DRC was on the brink of another war, which started in August 1998. Already there were numerous human rights violations in the Butembo area, and women were especially vulnerable and victimized. FJDF has emerged as one of the most important women's groups working on human rights in eastern DRC. It has worked with numerous international funders, including the American Bar Association, Finnish Church Aid, and the World Fund for Human Rights.

Mission: Promote and protect the human rights of women and children as a way of reestablishing their dignity and respect in society

Objectives:

- Promote and protect fundamental human rights
- Sensitize community leaders and other decision makers about the fight against sexual violence
- Provide legal assistance to victims of human right violations
- Work as a reference and a link for all the organizations working for the promotion of women's rights

Sectors of intervention: Human rights; gender and justice

Areas of operation: FJDF covers the whole of North Kivu province, with particular attention to the territories of Lubero and Beni.

Populations served: FJDF serves the North Kivu community as a whole, but with a particular focus on women and children.

Programs:

- **Community sensitization:** FJDF sensitizes the society about sexual violence. This activity targets different levels of people in the community about different forms of sexual violence. The organization uses various strategies, including radio programs, theatrical performances, conferences, and workshops in the fight against this societal ill.
- **Lobbying:** FJDF works to sensitize the administrative, political, military, and traditional authorities to consider gender mainstreaming in their work and to take an active role in the fight against all forms of human rights violations as well as the prevention of sexual violence.
- **Legal assistance:** FJDF provides legal assistance to victims of human rights violations.
- **Training:** FJDF provides training to women working in collaboration with FJDF so as to strengthen their capacities in the human rights domain. The aim is to give them basic knowledge about human rights, sexual violence, and gender mainstreaming.

Governance: The supreme governing body is the general assembly, which meets every year. The general assembly sets the overall programs and goals for FJDF, and appoints the board of directors. The board meets every three months and closely monitors FJDF's financial, administrative, and programmatic functioning. The board has a monitoring committee that meets every month, reviews FJDF's internal operations, and conducts FJDF's internal audit. FJDF has 14 permanent employees and several consultants who are contracted for specific duties.

FJDF has an account at BIC in Butembo. For financial, administrative, and personnel management, FJDF has:

- A procedures manual with policies for financial management; hiring and personnel issues; and purchasing policies and procedures: NO
- A computerized accounting system: YES
- A clearly defined accounting process: YES
- Clear procedures for management of payroll, petty cash, procurement, and disbursements: YES
- Staff with the technical expertise to undertake projects: YES

Strengths:

- Very competent employees
- Enjoys a good reputation in the community and is known for its skills in providing legal assistance to survivors of sexual violence
- Maintains good relationships with donors and other local and international partners

Needs:

- Capacity building in finance and management
- Institutional and financial support for program expansion
- A stronger strategy for mass communication and visual aids for community sensitization
- Improved documentation of the organization's accomplishments

Funders and budget: In 2010, FJDF's budget was $79,000. For 2011, FJDF estimates its budget to be about $218,000. Funders include the American Bar Association and Finnish Church Aid.

Accomplishments:

- Prepares and produces two television programs every week
- Has sensitized ten churches about sexual and gender-based violence and gender mainstreaming and the role of the church in enforcing human rights in the society
- Has organized conferences and debates about human rights and sexual and gender-based violence at three universities
- Has produced and distributed more than 1,500 leaflets and pamphlets in the community about sexual violence laws
- Has provided legal assistance to 100 survivors of sexual violence

Organizational vision: Work for women's empowerment, reinforce the rights of women, and promote equal opportunities for women in the social, political, and economic spheres

Project proposals:

- **Human rights education:** FJDF will organize training sessions on human rights, child protection, and responsible discipline in schools. The trainings will target 20 schools in Butembo and include school authorities, teachers, and parents. Cost: $26,368
- **Promoting women's leadership:** FJDF will organize trainings for women about leadership, their rights, and their responsibilities. It will also work with local authorities and community leaders to fight against social inequality. Cost: $35,300

GEAD—Study and Action Group for a Well-Defined Development

Location: Goma, North Kivu province

Contact: Jean-Pierre Bwira Lukoo, coordinator, +243.816.043.172, +243.990.878.064, and Muchanga Kiitsa, president, +243.994.122.754, geadcongo@yahoo.fr, bwilukoo@yahoo.fr

Legal status: GEAD is registered as an NGO with the provincial government.

History: GEAD (Groupe d'études est d'actions pour un développement bien défini) was created in 1987. The organization works on community development and provides technical support to community organizations and local initiatives. GEAD has undertaken many of its own activities,

including rehabilitation of health centers and construction of water points, but it also provides crucial training to many small, local NGOs in North Kivu. GEAD currently has four offices in North Kivu. Over the past decades, GEAD has worked with and received funding from several international organizations, including Oxfam GB, Oxfam Novib, and the Pooled Fund.

Mission: Promote community development in North Kivu while promoting community participation for program sustainability

Objectives:

- Improve the community's living standard through various development initiatives
- Inform and train the leaders of its member organizations
- Promote peace and pacific cohabitation in the community
- Promote the rights of the most vulnerable

Sectors of intervention: Good governance; food security; community development; gender and justice; media; health; WASH; peace and reconciliation; microfinance

Area of operation: North Kivu province

Populations served: GEAD serves the entire population of North Kivu, but focuses more on the most vulnerable, including women, children, and the elderly.

Programs:

- **Capacity building:** GEAD provides technical capacity support and training to 165 local initiatives.
- **Microcredit:** GEAD has initiated a community cooperative for microcredit and savings. The starting capital was generated through membership fees.
- **Food security:** GEAD has a community experimental field for the production of improved seeds. It disseminates seeds (and tools) to farmers and helps them incorporate the seeds into their farming for better agricultural productivity.
- **Building and rehabilitation of social infrastructure:** GEAD constructs schools, health centers, and markets.
- **Public health:** GEAD constructs water points and sensitizes the community about hygiene practices so as to reduce the rate of waterborne diseases in the community. GEAD also sensitizes the community about the prevention of HIV/AIDS.
- **Gender and development:** GEAD believes in women's potential and their critical role in community development; therefore it promotes women's participation in all its activities.
- **Peace and reconciliation:** GEAD works to reconcile communities in conflict and initiate activities that encourage pacific cohabitation.

Governance: The supreme governing body is the general assembly, which meets annually and deals with the major internal operations and external relations of the organization. The general assembly selects the board of directors, which meets every three months and closely monitors the organization's operations. GEAD has 17 permanent employees. Nine are based in Goma at the coordination office, and eight are in the three field offices in Walikale, Masisi, and Bobandana.

GEAD has an account with BCR in Gisenyi, Rwanda, and an account with the financial cooperative COOPEC IMARA in Goma. For financial, administrative, and personnel management, GEAD has:

- A procedures manual with policies for financial management; hiring and personnel issues; and purchasing policies and procedures: YES
- A computerized accounting system: YES
- A clearly defined accounting process: YES
- Clear procedures for management of payroll, petty cash, procurement, and disbursements: YES
- Staff with the technical expertise to undertake projects: YES

Funders and budget: GEAD's annual budget is approximately $400,000. Funders include MONUSCO and the Pooled Fund.

Accomplishments:

- Distributed tools for the rehabilitation of the Hombo road (Masisi to Walikale)
- Constructed water points at Bororo and Mubi in Walikale
- Trained women to facilitate community mediation and conflict management
- Coordinated the campaign "We Can" (2006–08) for the fight against sexual violence
- Facilitated the capacity building of Oxfam Novib partners in eastern DRC, Rwanda, and Burundi
- Provided assistance to elderly people after the 2002 volcanic eruption in Goma
- Rehabilitated 27 health centers
- Constructed six classrooms in Goma
- Provided equipment and financial support to COOPED as a way of increasing its capital

Strengths:

- Competent staff
- Long history of successful project implementation
- Visible community actions and impact
- Has faith of major international donors

Needs:

- Financing to meet the demands for its services and assistance
- The general assembly has not met since 2008.
- Capacity building for staff on project management

Organizational vision: Become a big organization in eastern DRC that is credible, effective, and independent in ensuring community empowerment for long-term sustainable development

Project proposals:

- **Food security for vulnerable populations:** In Masisi and Walikale territories, GEAD will assist vulnerable populations, such as displaced people and returnees, with support for animal husbandry projects for improved food security and reduced malnutrition. Cost: $138,811
- **Institutional capacity building:** GEAD will build the capacity of its staff and improve their technical and financial tools. GEAD will also restart its organizational newsletter and reestablish its office Internet connection. Cost: $26,500
- **Fighting gender-based violence:** In Walikale and Rutshuru territories, GEAD will sensitize and train communities about gender-based violence, with a particular focus on sexual violence. It will also identify and work with survivors of gender-based violence and help them obtain legal assistance. Cost: $86,233

GECDI—Community Framing Group for Integral Development

Location: Kitchanga, North Kivu province

Contact: Munubo Watwere, coordinator, +243.808.758.202, gecdiasbl@yahoo.fr

Legal status: GECDI is a registered NGO with the territorial government.

History: GECDI (Groupe d'encadrement communautaire pour le développement intégral) was created in 1998 and initially worked solely on women's development. In 2002, the organization integrated youth and adult education programs into its work, while retaining its focus on women. Over time, GECDI has also worked on emergency response, the fight against HIV/AIDS, and other health and development issues.

Mission: Improve social security and stability, and reduce poverty

Objectives:

- Protect and manage the environment
- Educate the community about its rights as stated in legal texts
- Provide technical support to local initiatives and groups
- Promote public health
- Engage in community development works

Sectors of intervention: Human rights and civic education; the environment and natural resources; gender and justice; development and food security

Areas of operation: GECDI works throughout North Kivu province, but with greater focus on the territories of Rutshuru and Masisi.

Populations served: GECDI primarily works with women and vulnerable youths, but indirectly engages and serves the entire community.

Programs:

- **Agriculture:** GECDI manages community fields and facilitates the distribution of seeds and goats to its members. It also follows up with technical assistance and training for its beneficiaries.
- **Sensitization:** GECDI sensitizes the community about different STDs. It also engages in the fight against HIV/AIDS.
- **Demobilization:** With the assistance and collaboration of the Protestant church (ECC), GECDI implements activities for the socioeconomic integration of ex-combatants, including trainings for carpentry, sewing, and the culinary arts. GECDI distributes starter kits to all those who complete its training courses.

Governance: The supreme governing body is the general assembly, which meets once each year, provides general guidance for the organization, and elects the board of directors. The board meets every month to support GECDI operations, including participating in the hiring of staff and other timely activities. A monitoring committee meets once every three months to oversee the use of finances and monitor project planning. GECDI has four permanent staff.

GECDI has an account at a local cooperative known as Siloe in Kitchanga. For financial, administrative, and personnel management, GECDI has:

- A procedures manual with policies for financial management; hiring and personnel issues; and purchasing policies and procedures: NO
- A computerized accounting system: NO
- A clearly defined accounting process: YES
- Clear procedures for management of payroll, petty cash, procurement, and disbursements: YES
- Staff with the technical expertise to undertake projects: YES, but their skills need to be strengthened

Funders and budget: GECDI's annual budget is approximately $21,000, and its main funder is ECC.

Accomplishments:

- Carried out 24 community sensitization trainings about sexual violence, HIV/AIDS infection, and human rights
- Distributed antiretroviral drugs to 30 people with HIV/AIDS
- Has two goat farms, each with 56 animals
- Distributed seeds several times to its members
- Provided adult literacy training to 150 beneficiaries
- Distributed microcredit to 20 people

Strengths:

- Known locally and registered with the authorities
- Permanent staff
- Very dynamic and active members
- Successful record in project implementation

Needs:

- Capacity building of the staff
- Financing for future programs
- Computer equipment for its office, including accounting software

Organizational vision: Serve as many people as possible and provide more microcredit to small businesses so the owners can expand their activities and improve their living standards

Project proposals:

- **Training social workers:** The organization will train 60 social and community workers in Masisi and Kitchanga about gender-based violence and HIV/AIDS prevention. Cost: $1,835
- **Supporting former child soldiers:** GECDI will ensure community reinsertion of former child soldiers in Masisi and Rutshuru territories by providing them with six-month trainings in tailoring or carpentry. Cost: $25,650
- **Developing small businesses:** GECDI will provide financial management training and financial assistance to enable women and girls to start income-generating activities. Cost: $14,880

GRAADE—Group of Action and Support for Indigenous Development

Location: Walikale, North Kivu province

Contact: Zenon Kabaka, coordinator, +243.810.808.311, graadeasbl@yahoo.fr, kantaze@yahoo.fr

Legal status: GRAADE is a registered NGO with the provincial government.

History: In 1998, a group of youths in Eliba village (Walikale territory) created GRAADE (Groupe d'actions et d'appui pour un développement endogène) to promote rural development. Concerned about the abject poverty in this village, these youths sought input from villagers about ways to improve their lives. GRAADE has evolved over time to build schools and hospitals and assist vulnerable populations, but all its work is informed by a desire to promote social and economic development in rural areas. Reflecting its roots as a group started by youths, GRAADE has undertaken many programs to help youths, especially orphans and other vulnerable children. GRAADE has worked with many international donors, including IMC, FAO, ICRC, UNICEF, and UNDP.

Mission: Promote human rights through social change and community development works

Objectives:

- Promote child protection
- Promote and ensure food security for community well-being
- Promote human rights and ensure protection of the rights of women and vulnerable populations
- Promote good governance and peace building
- Construct and rehabilitate social infrastructures of public interest

Sectors of intervention: Food security; at-risk youth; child protection; gender and justice; good governance; pacific cohabitation

Area of operation: Walikale territory

Populations served: GRAADE works with the general population and local leaders, but specifically targets women, children, and vulnerable populations.

Programs:

- **Child protection:** GRAADE identifies orphans, inserts them into host families, and tries to link them to members of their original families. It also educates the public about child protection issues.
- **Rapid response:** GRAADE implements rapid-response projects to assist young people and children in difficulty. These include child soldiers, children working in mining, young female survivors of sexual violence, unaccompanied children, orphans, and rejected children. GRAADE sensitizes the community to take responsibility for these youths and works to empower them and help them lead better lives.
- **Food security:** GRAADE disseminates seeds and tools to local farming associations, provides them with technical support and advice, and operates food-processing machines to help improve farmers' profits. All these activities are undertaken with the intent of increasing food security in Walikale.
- **Good governance:** GRAADE has created local groups that monitor local governance, human rights, and democratic decision-making. GRAADE also trains these groups to lobby and to effectively communicate their findings and concerns to local authorities.

- **Gender and justice:** GRAADE encourages women to initiate local development activities and provides survivors of sexual violence with psychosocial assistance and referrals for legal help.
- **Construction:** GRAADE rehabilitates and constructs social structures such as schools and hospitals.

Governance: The supreme governing body is the general assembly, which meets every year and appoints the board of directors. The board meets every three months to analyze the organization's operations. The monitoring commission meets twice every year and conducts internal audits and evaluations. The organization has ten staff.

GRAADE has a bank account at BIC in Goma and another account with COOPEC IMARA in Walikale. For financial, administrative, and personnel management, GRAADE has:

- A procedures manual with policies for financial management; hiring and personnel issues; and purchasing policies and procedures: NO
- A computerized accounting system: YES
- A clearly defined accounting process: YES
- Clear procedures for management of payroll, petty cash, procurement, and disbursements: YES
- Staff with the technical expertise to undertake projects: YES

Funders and budget: For 2011, GRAADE's budget is $430,000. Funders include IMC, UNICEF, FAO, and Caritas.

Accomplishments:

- Identified, documented, and reunited 835 former child soldiers and 720 other vulnerable children with their families
- Recruited, trained, and supported 277 families to host orphans and other vulnerable children
- Provided professional training for 581 youths and helped 193 children return to school
- Trained more than 150 people about child protection issues
- Constructed three schools

Strengths:

- Visible actions with impact in the community
- On good terms with the local authority
- Competent and motivated staff

Needs:

- Capacity building for the staff on project and financial management, and monitoring and evaluation of projects

- Institutional support and funding for other programs
- Construction of a secure office

Organizational vision: Become a well-established and visible organization working for the protection of the most vulnerable and promote community development actions

Project proposals:

- **Institutional capacity building:** From its Walikale base, GRAADE will organize trainings to build the capacity of its office staff and field workers in project management, lobbying, and financial management. Cost: $36,610
- **Constructing a community center:** GRAADE will construct a community center where it will provide professional training courses for young survivors of war and conflict in Walikale territory. Cost: $290,115

HEAL Africa—Health, Education, Community Action and Leadership Development

Location: Goma, North Kivu province

Contact: Lyn Lusi, +243.813.674.587, +243.808.592.603, www.healafrica.org

Legal status: HEAL Africa is a registered NGO with the national government.

History: HEAL Africa was born in 1994 out of a vision to upgrade rural health care through training medical practitioners. After focusing solely on medical interventions, Congolese orthopedic surgeon Dr. Kasereka "Jo" Lusi, and his wife, Lyn Lusi, recognized that a far more radical approach was required for lasting change. HEAL Africa's holistic approach to development is shaped by the belief that in order to make sustainable improvements in health, the community must be involved and engaged, and cultural values, attitudes, and practices must be examined. HEAL Africa remains deeply committed to continuing medical education and to enabling conflict-ridden communities to become healthy and dynamic. The medical inspector of North Kivu province has recognized HEAL Africa as the tertiary referral hospital for eastern DRC. HEAL Africa has an office in the U.S. and has worked with many international donors, including USAID,[69] the Tides Foundation, UNICEF, the German Development Bank, the William J. Clinton Foundation, and Tearfund.

Mission: Support and provide systems of holistic care for the people of DRC

Objectives:

- Promote health by providing top-quality preventive and curative medical care to the Congolese people
- Educate the population about public health and empower people to protect and improve their health

[69] U.S. Embassy, Kinshasa, "USAID Awards More Than $32 Million to Address Sexual and Gender-Based Violence in Eastern DRC," http://kinshasa.usembassy.gov/pressrelease_07212010_english.html, site accessed May 19, 2011.

- Act as an advocate for the population on health issues and involve communities in improving health care
- Develop leadership by training Congolese medical professionals in DRC

Sectors of intervention: Health; education; gender-based violence; peace and reconciliation; small-business development and microfinance

Areas of operation: North Kivu and Maniema provinces

Populations served: General population, but with specific programs for women, people with HIV/AIDS, and orphans

Programs:

- **Acute-care hospital:** Offers primary care, pediatrics, obstetrics, maternity, trauma, general surgery, fistula repair, and orthopedic surgery
- **Training doctors:** Invests in the education of Congolese health-care professionals
- **Children's AIDS program and preventive medicine:** Provides antiretroviral treatment and food supplementation for 600 children, works to prevent mother-to-child transmission, and provides PEP kits for rape survivors
- **Choose Life:** Addresses the various social issues of HIV/AIDS, including microgrants for families affected by HIV/AIDS, palliative and home-based care for the terminally ill, and HIV/AIDS education in schools and churches
- **Heal My People:** Provides medical treatment, psychosocial care, education, and economic support for survivors of sexual violence and women suffering from fistula
- **Safe Motherhood:** Offers training for traditional birth attendants, family planning, and maternity education for pregnant women, accompanied by microgrants
- **Children Like Us:** Provides medical treatment for children with physical handicaps, trains family members on appropriate care, and offers financial assistance
- **Nehemiah Initiatives:** Trains and equips community leaders in multisectoral groups to help the most vulnerable in their societies (people living with disabilities, widows, orphans, and survivors of sexual violence)
- **Healing Arts:** Offers a vocational training program for hospital patients that includes sewing, literacy, business skills, financial education, and income generation through product orders
- **Income generation:** Offers microgrants, financial training, and savings accounts designed to give impoverished families a capital boost to start their own small business to provide for their families
- **Living Stones:** An agricultural program that helps widows and vulnerable populations grow vegetables and trees for food and profit

- **Wamama simameni (Women Stand Up Together):** Eighteen centers throughout North Kivu that provide literacy, business skills, financial savings programs, and education about women's legal rights to the community. The program also has demonstration community agriculture fields to teach improved techniques and provide seeds and tools to vulnerable women.
- **Orphans:** Children are placed with foster families rather than institutionalized in orphanages. Foster families receive a microgrant that enables them to better care for the children and pay for school fees.

Governance: HEAL Africa is governed by boards in the DRC and the U.S. The U.S. board handles relations with all U.S. funders and provides recommendations and technical support for HEAL Africa in Goma. The DRC board directs the vision and provides recommendations on program structure and community perception. Both boards participate in large decision making. Each program respective to an individual donor organization has a program manager who is in charge of that particular program's budget, personnel, and activities.

HEAL Africa has accounts at BIC and BIAC, and at the cooperative MECREGO in Goma. For financial, administrative, and personnel management, HEAL has:

- A procedures manual with policies for financial management; hiring and personnel issues; and purchasing policies and procedures: YES
- A computerized accounting system: YES
- A clearly defined accounting process: YES
- Clear procedures for management of payroll, petty cash, procurement, and disbursements: YES
- Staff with the technical expertise to undertake projects: YES

Funders and budget: For 2011, HEAL Africa's budget is $9,014,400. Funders include USAID, ECI, UNICEF, Holland Gender and Justice, the Pooled Fund, Tearfund, and the European Union.

Accomplishments:

- In 2010, the Orthopedic Officers program graduated its first 12 people.
- In 2010, HEAL Africa provided outpatient visits to 25,542 people at its Goma hospital, undertook 2,384 surgeries, and gave 16,946 consultations.
- In 2010, HEAL Africa's community program engaged 45 religious leaders to promote mobilization on HIV/AIDS, gender, and sexual and gender-based violence.
- HEAL Africa works with 65 health centers in North Kivu and 60 rural health centers in Maniema province, supplying them with medicines, supplies, and training. HEAL Africa doctors also perform outreach surgery at remote clinics that do not have any access to surgical care. HEAL Africa supplies rural health centers with postexposure prophylaxis kits for postrape care.

Strengths:

- One of the largest CBOs in eastern DRC and can hire qualified personnel more easily than smaller CBOs
- Highest-quality health care in the region and has specialized services that enable the hospital to treat serious, acute cases coming from the entire region
- Strong community network of more than 1,000 volunteers and the capacity to travel to insecure areas where international NGOs cannot safely travel
- Large network of international supporters and donors

Needs:

- The administrative structure is not sustainable and is dangerously dependent on two to three individuals.
- The wide variety of initiatives can tend to spread programming and staff too thin.
- The hospital is at 180 percent capacity and cannot provide appropriate quality of care as a result.
- The majority of the gender-based violence program is dependent on UNICEF, which has a serious cash-flow crisis. HEAL Africa has had to lay off more than half of the gender-based-violence staff.

Organizational vision: Increase the organization's financial independence and strength, and expand initiatives in gender and justice, educating communities, working with local authorities, and changing attitudes toward women in religious groups

Project proposals:

- **Safe Motherhood:** Expand safe motherhood services on Idjwi Island through maternity insurance collectives, training medical professionals, and linking traditional birth attendants in the formal health zone system. Cost: $250,000
- **Outreach surgery:** Provide healing orthopedic surgery for people affected with severe congenital diseases in remote, isolated areas that do not have access to healthcare. Cost: $150,000
- **Medical education:** Continuing medical education and specialization degrees for HEAL Africa doctors and nurses. Scholarships for doctors to obtain advanced training. Cost: $100,000 to $300,000

Hekima

Location: Goma, North Kivu province

Contact: Marcellin Matabishi, director, +243.999.302.912, mmatabishi@hekima-microfinance.org, www.hekima-microfinance.org

Legal status: Hekima is a registered NGO with the provincial government and Central Bank of Congo.

History: In 2003, USAID funded World Relief to start Hekima to improve the microfinance sector in eastern DRC. The catalyst behind this was the need to address the socioeconomic recovery in the DRC and the realization that this would happen faster with a shift from emergency relief to engagement in long-term development activities. Hekima was initiated as a microfinance project for World Relief, but after four years it registered itself as an autonomous organization with authorization to give loans but not act as a bank for voluntary deposits. Hekima started in Goma but has since extended its reach throughout North and South Kivu. Since inception, Hekima has worked with World Relief, KfW, Kiva, the Grameen Foundation, and other international donors.

Mission: Contribute to the holistic transformation of poor people in the DRC

Objectives:

- Reduce household poverty in rural and urban settings
- Combat unemployment through the promotion of microenterprises
- Contribute to reconciliation and peaceful cohabitation through the organization of socioeconomic solidarity groups and peace education

Sector of intervention: Microfinance

Areas of operation: The areas around Goma (North Kivu), Bukavu (South Kivu), and Kavumu (South Kivu).

Programs:

- **Agricultural solidarity groups:** Hekima supports groups of women farmers in Kavumu. It trains them on saving and management of their profits.
- **Teachers and nurses:** Hekima supports solidarity groups that help teachers and nurses save money from their meager salaries.
- **Community banks:** Hekima supports people in the community who wish to begin saving and trains them on saving and management of profits. It is a long-term engagement, during which participants graduate through stages of involvement.

Governance: Hekima's supreme governing body is the board of directors, which meets quarterly and works in collaboration with the management committee. The management committee is the implementing body for strategies and policies that are developed and approved by the board of directors. The management committee meets once a month or more often if necessary. Hekima is audited externally once a year but does not have an internal controls commission. The majority of its board members are World Relief agents, and the World Relief Corporation monitors its finances closely. Although Hekima is registered autonomously, it still receives significant support and guidance from World Relief. Hekima has 50 staff: 27 are permanent and 23 are on fixed-term contracts.

Hekima has bank accounts at BIC in Goma and Bukavu, and at Cooperative MECREGO in Goma and Bukavu. For financial, administrative, and personnel management, Hekima has:

- A procedures manual with policies for financial management; hiring and personnel issues; and purchasing policies and procedures: YES
- A computerized accounting system: YES
- A clearly defined accounting process: YES
- Clear procedures for management of payroll, petty cash, procurement, and disbursements: YES
- Staff with the technical expertise to undertake projects: YES

Funders and budget: For 2010, Hekima had a budget of $765,289. Its donors for FY2009–2010 were World Relief, KfW, Kiva, the Grameen Foundation, and Triple Jump.

Accomplishments:

- Continual repayment of clients since April 2004
- In 2010, Hekima loaned $1,241,711 to 13,213 clients.
- Hekima has fine-tuned its sensitization messaging, and the majority of its clients are from a very low income bracket.

Strengths:

- Strong ties to World Relief, which lends credibility
- Services are adapted to the community
- Personnel are being continuously trained
- Hekima has calculated the risk of default on loans is low (2 percent)

Needs:

- Better system of staff training
- Strengthen and diversify agricultural credit services

Organizational vision: Hekima would like to reach a stage where it is operationally independent with efficient staff and innovative products, methods, and services for its clients. It aims to increase its client base from approximately 13,000 to 25,000.

Project proposal:

- **New branch in Uvira:** Hekima seeks funding to open a new branch in Uvira, South Kivu, which will serve 3,400 people. Hekima will establish an office and hire 15 staff, including ten loan officers. The total requested includes loan funds. Cost: $1,167,277 (for four years)

LIDE—Development League for Congo

Location: Butembo, North Kivu province

Contact: Stanislas Mafika, coordinator, +243.998.386.684, lidelitembo@yahoo.fr

Legal status: LIDE is a registered NGO with the provincial government.

History: In 1990, a community activist in Butembo organized local intellectuals and concerned members of the community to examine how assistance could be provided for poor communities and unemployed youths. The result was the creation of LIDE (Ligue de développement au Congo). Between 1990 and 1995, LIDE mainly undertook road rehabilitation projects of the Zairian government. During this time, LIDE collaborated with the Catholic University of Graben to create an agricultural reference center to promote food security. It promoted mechanized agriculture as a way to improve agricultural production and spur rural development. In recent years, LIDE has promoted the development of MUSOs, mutual support groups in which people pool resources and periodically one person gets a grant to spend on personal and livelihood needs. LIDE self-funds some of its activities and receives other funding from the CCFD; to date, it has not worked with international donors.

Mission: Alleviate poverty through the promotion of MUSOs and the support of agro-pastoral production

Objectives:

- Support rural farmers in their agricultural projects
- Initiate and support centers for seed multiplication and improved agricultural techniques
- Train and systematize rural farmers in the use and management of MUSOs

Sectors of intervention: Microfinance; food security; health; renewable energy; education

Areas of operation: North Kivu and the Ituri district (in Orientale province). LIDE has also undertaken consultancies in South Kivu and Maniema.

Programs:

- **MUSOs:** LIDE organizes trainings to raise the population's awareness about the benefits and uses of MUSOs; it also helps people form MUSOs.
- **Community fields:** LIDE manages community fields where there are seed-multiplication activities to increase the volume and diversity of seeds available to local farmers. The harvests from these fields are used to fund LIDE and develop new microcredit schemes.
- **Pork rearing:** LIDE supports pork rearing for food security.

Governance: The supreme governing body is the general assembly, which consists of 260 members and meets annually. It provides general guidance for LIDE and approves the budgets and strategies of the organization. The general assembly elects the board of directors, which is made up of five members who meet three times a year and closely monitor the operational activities of LIDE and develop strategy. The control commission is elected by the general assembly and meets quarterly to monitor and internally audit LIDE's administrative and financial functioning. LIDE has 20 employees, 12 of whom manage LIDE's work on MUSOs.

LIDE has a bank account with BIAC in Butembo. For financial, administrative, administrative, and personnel management, LIDE has:

- A procedures manual with policies for financial management; hiring and personnel issues; and purchasing policies and procedures: YES, but it is currently being updated and improved
- A computerized accounting system: YES
- A clearly defined accounting process: YES
- Clear procedures for management of payroll, petty cash, procurement and disbursements: YES
- Staff with technical expertise to undertake projects: YES

Funders and budget: In 2010, LIDE's budget was $150,000. LIDE self-funds some of its activities and receives other funding from the CCFD.

Accomplishments:

- The installation of more than 1,500 MUSOs in North Kivu and Ituri
- Through LIDE's support, some MUSOs have grown quite large and include more than $15,000 in capital

Strengths:

- LIDE's beneficiaries participate heavily at all levels of project implementation and management.
- LIDE has good relationships and collaborates well with local authorities.
- Highly experienced and relevant staff

Needs:

- More staff to undertake increased activities to reach more communities
- Opportunities to better document its work and publish results on MUSOs to inform similar efforts and promote development

Project proposals:

- **Support for youths involved in MUSOs:** LIDE will work with 150 facilitators of 15 MUSOs in North Kivu and Ituri to equip them with the tools to ensure effective management of these solidarity groups. Cost: $36,000 (over two years)
- **Support for self-sufficient youth groups:** LIDE aims to contribute to the peace process through creating job opportunities and endorsing a spirit of collaboration and association among 40 youth groups based in Lubero and Beni territories. Eight hundred young people will be targeted and incorporated within the MUSO system, also supported by LIDE. Cost: $112,400 (over three years)
- **Women's literacy for members of MUSOs:** LIDE will build 15 literacy centers accessible to 3,600 women who are members of MUSOs in Lubero and Beni territories, thereby encouraging them to participate in the management of their organizations and claim economic agency. Cost: $161,700 (over three years)

LISVDHE—League of Voluntary Sacrifice for Human Rights and the Environment

Location: Rubare, North Kivu province

Contact: Mathieu Mufanzala, coordinator, +243.994.068.726, and Anicet Katsuva, +243.997.094.203, lisvdhe@yahoo.fr

Legal status: LISVDHE is a registered NGO with the provincial government.

History: LISVDHE (Ligue de sacrifice volontaire pour les droits de l'homme et l'environnement) was created in 2002, when the RCD rebel group governed North Kivu. This period was characterized by numerous human rights violations, killings, and looting in the community. LISVDHE played a key role in denouncing cases of human rights violations and naming the subjects behind the numerous violations. LISVDHE also openly advocated freedom of expression and promoted democracy, with the goal of improving governance in North Kivu. Despite being threatened and closely monitored by the local authorities, LISVDHE managed to continue its work. LISVDHE has worked with several international partners, including the American Bar Association, MONUSCO, UNDP, and Amnesty International.

Mission: Promote and protect fundamental human rights in North Kivu

Objectives:

- Prevent human rights violations in the province
- Facilitate, help, and encourage people to advocate for their rights
- Strengthen good governance and create an active civil society
- Act as a voice for the most vulnerable victims of human rights violations

Sectors of intervention: Human rights; good governance

Areas of operation: LISVDHE concentrates its actions in Rutshuru territory but has also worked in Masisi, Nyiragongo, Mweso, Kitshanga, Kibumba, and Katsiru.

Populations served: General population

Programs:

- **Dissemination of legal texts:** LISVDHE disseminates legal texts about human rights and national laws to ensure people understand their rights and responsibilities. It also provides information via pamphlets, radio programs, and community events.
- **Visits to detention houses:** LISVDHE organizes regular visits to detention houses, prisons, and jails to evaluate the buildings, hygiene, and detainees' health, and to promote respect for detainees' human rights and dignity.
- **Community protection and sensitization:** LISVDHE ensures the protection of the Rubare population concentrated along the main road. In person and through radio broadcasts, it sensitizes them about how to avoid and prevent road accidents, and about construction codes.
- **Legal assistance:** LISVDHE provides free legal assistance at the courts and tribunals to people who are illegally detained.

Governance: The supreme governing body is the general assembly, which is made up of 127 members and meets every three years. The general assembly selects a board of directors, which has four members, meets every three months, guides the management of the organization, and contributes to its strategic development. The executive secretary manages the organization and its staff, and reports to the board of the directors. LISVDHE has six employees.

LISVDHE has a bank account at Crane Bank in Kampala, Uganda, and at the cooperative bank MECREGO in Goma. For financial, administrative, and personnel management, LISVDHE has:

- A procedures manual with policies for financial management; hiring and personnel issues; and purchasing policies and procedures: NO
- A computerized accounting system: NO
- A clearly defined accounting process: YES
- Clear procedures for management of payroll, petty cash, procurement, and disbursements: YES
- Staff with the technical expertise to undertake projects: YES

Funders and budget: For 2011, LISVDHE has a budget of $50,000. Funders include KIOS, UNICEF, and UNDP.

Accomplishments:

- Disseminated international and national legal texts to communities and local authorities
- Conceived and produced a film, Tatizo la urithi ("The Challenge of Inheritance"), to educate people about laws on inheritance of property

- Established and assisted 20 human rights cabinets in Rutshuru territory
- Provided legal assistance to 96 people whose human rights had been violated
- Freed 500 detainees who were arrested arbitrarily

Strengths:

- Competent and qualified personnel
- Very dynamic lawyers among its members
- In good contact with funders and other local partners
- Community participation in the project cycle

Needs:

- Capacity building in project cycle management
- Better office equipment to improve office operations
- Financial support for programs
- A bigger office and means of transport

Organizational vision: Empower the people of Rutshuru territory and North Kivu province to claim and defend their rights

Project proposals:

- **Peaceful cohabitation between communities and displaced or returnee populations:** LISVDHE aims to promote peaceful cohabitation between communities through the organization of a four-day conference focusing on conflict identification, management, and resolution. LISVDHE will follow up the conference with weekly radio transmissions about mediation and dissemination of the conference materials. Cost: $19,955
- **Institutional capacity building:** This project aims to bring together all 20 representatives of LISVDHE and offer an accelerated course in human rights and the judicial system within which they are navigating. LISVDHVE also aims to improve staff's data collection management. Cost: $44,065
- **Judicial accompaniment for survivors of sexual violence:** This project aims to improve the human rights situation of the Grand Nord population by helping people who have experienced sexual violence to navigate the court system and by implementing a system for monitoring abuses in the region. Cost: $37,786

LOFEPACO—League of Women's Farmers Organizations in Congo

Location: Butembo, North Kivu province

Contact: Vea Kavira Kahoma, coordinator, +243.997.185.105, and Victorine Nziavake Vasiyanirya, president, +243.997.043.263, lofepacordc@yahoo.fr

Legal status: LOFEPACO is a registered NGO with the provincial government.

History: In 2000, eight women's organizations in the Butembo area formed a league that later became LOFEPACO (Ligue des organisations des femmes paysannes du Congo), to better organize their individual efforts to improve women's development. LOFEPACO restructured in 2005 and opened an office in Kinshasa, with assistance from VECO Belgium (a Belgian NGO). In 2006, LOFEPACO registered 12 active member associations and established an agricultural cooperative. LOFEPACO has worked with international funders, including Oxfam Novib, Agriterra, and IFDC.

Mission: Promote and protect the interests of women, particularly the interests of peasant women

Objectives:

- Build the managerial and technical capacity of stakeholders
- Facilitate the exchange of information and create a conducive environment for internal cooperation among members
- Include women in the process of community development
- Represent, promote, and defend the general interests of peasant women

Sectors of intervention: Food security; microcredit; sexual violence; education

Areas of operation: LOFEPACO covers all the territories of North Kivu.

Populations served: LOFEPACO primarily works with women's groups.

Programs:

- **Agro-pastoral support:** LOFEPACO provides seeds and microcredit to women's groups and ensures their technical support through trainings about farming practices and animal breeding. It also facilitates the processing of their products and ensures transportation of those products to the marketplace.
- **Adult literacy:** LOFEPACO creates centers to provide literacy training for women.
- **Human rights:** LOFEPACO defends and promotes women's rights through various workshops and exchange forums with local authorities.
- **Sexual violence:** LOFEPACO helps female survivors of sexual violence reintegrate socially and economically into their communities.

Governance: The supreme governing body is the general assembly, otherwise known as the "parloir." The general assembly meets once a year and is made up of 20 members who are delegates from LOFEPACO's member associations. The general assembly appoints the board of directors and the control commission. The board meets every three months to analyze the organization's operations and direct the internal politics of the organization. The control commission conducts internal audits and reviews. The organization has 42 staff members, 12 of whom are permanent.

LOFEPACO has bank accounts at BIC and BIAC in Butembo. For financial, administrative, and personnel management, LOFEPACO has:

- A procedures manual with policies for financial management; hiring and personnel issues; and purchasing policies and procedures: YES
- A computerized accounting system: YES
- A clearly defined accounting process: YES
- Clear procedures for management of payroll, petty cash, procurement, and disbursements: YES
- Staff with the technical expertise to undertake projects: YES

Funders and budget: In 2011, LOFEPACO's budget is about $300,000. Funders include Oxfam Novib, VECA Belgique, Agriterra, and IFDC.

Accomplishments:

- Assisted 19,645 women through 12 local organizations with training, microcredit, human rights defense, etc.
- Trained 13 trainers to conduct community education
- Created and assisted the establishment of 39 reflection circles in the four territories of North Kivu, in which women discuss issues of importance to them
- In 2010, distributed 6 tons of rice, 13.6 tons of beans, half a ton of groundnuts, and 134 goats as part of food security and microcredit programs
- Has a restaurant known as La Parité
- Initiated an agricultural cooperative that has $30,000 in capital
- Has an experimental farm
- Has established machines for the processing of agricultural products
- Created 37 adult literacy centers

Strengths:

- Its own office building and office equipment
- A committed, professional staff with strong female leadership
- Strong working relationships and support from donors
- A strong track record of successful program implementation

Needs:

- Capacity building for its staff
- Additional staff to conduct monitoring and evaluation of its numerous activities
- Greater capacity to address the high level of illiteracy among adults

Organizational vision: Expand its activities and enhance the socioeconomic, political, and professional capacities of women

Project proposals:

- **Institutional capacity building:** LOFEPACO aims to build capacity among its staff through training in monitoring and evaluation, logistics, organizational management, and finance. The goal is to improve staff's ability to communicate, network, and advocate in order to reach more survivors of sexual violence. Cost: $40,300
- **Strengthening economic capacities of rural women:** LOFEPACO will work with rural women in Beni, Butembo, and Lubero to increase their agro-pastoral production and promote the equitable participation of women in business and society through support of improved agricultural techniques and promotion of good business acumen. Cost: $54,510

PDH—Promotion of Democracy and Protection of Human Rights

Location: Goma, North Kivu province

Contact: Jean Marie Kambere, +243.994.166.626, and Joseph Dunia, +243.813.136.899, pdhrdcongo_org@yahoo.fr, duniaruj@yahoo.fr

Legal status: PDH is a registered NGO with the national government.

History: In 1995, a group of people from different countries, all of whom were living in Goma, formed PDH (Promotion de la démocratie et protection des droits humains) to address the deterioration of human rights and the disappearing dream of democracy in DRC (then Zaire). Inspired by the Universal Declaration of Human Rights, PDH embarked upon a program of human rights monitoring, training, and community education. PDH has become a leading voice for human rights and democracy in the Kivus. It has worked with many international partners, including the National Endowment for Democracy, Amnesty International, Human Rights Watch, the U.S. Embassy in the DRC, UNDP, and the Swedish Ministry of Foreign Affairs.

Mission: Reinforce the rule of law and promote the protection of human rights in the DRC and other African nations

Objectives:

- Promote human rights
- Protect human values (love, life, dignity, truth, tolerance, justice, etc.)
- Fight against all forms of discrimination (based on sex, religion, ethnicity, political opinion, race, etc.)
- Promote public freedom and the restoration of democracy
- Educate people about peace, democracy, and human rights
- Facilitate the mediation of all forms of social conflict for pacific cohabitation

Sectors of intervention: Human rights; democracy and governance

Areas of operation: PDH covers the whole of North Kivu province, with particular attention to the territories of Walikale, Masisi, Nyiragongo, Rutshuru, and Goma. In South Kivu, it works in the territory of Kalehe.

Populations served: PDH serves the North Kivu community as a whole.

Programs:

- **Legal assistance:** PDH provides legal consultation and assistance at the courts for people who are illegally detained or otherwise victims of human rights violations.
- **Prison monitoring:** PDH organizes regular visits to detention houses, prisons, and jails to evaluate the physical condition of the buildings, hygiene, and detainees' health.
- **Training on human rights:** PDH trains lawyers and the local authorities about various human rights subjects such as corruption and sexual violence. It also sensitizes and trains traditional chiefs and the police about human rights protection at the community level.
- **Training on peaceful cohabitation and democracy:** PDH educates the general public and decision makers about democracy, elections, prevention of land conflicts, sexual violence, pacific cohabitation, and other topics.

Governance: The general assembly is the supreme governing body and meets on an annual basis. The general assembly selects the board of directors, which meets twice a year. The executive committee of the board is made up of nine people and meets monthly to plan and report on various projects and programs. A monitoring commission meets every trimester to conduct internal audits and evaluations. PDH also has commissions for lobbying, women and children, and democracy; these commissions oversee PDH's work in these areas. PDH has nine staff; five are permanent employees and four are volunteers.

PDH has an account with BIC in Goma. For financial, administrative, and personnel management, PDH has:

- A procedures manual with policies for financial management; hiring and personnel issues; and purchasing policies and procedures: YES
- A computerized accounting system: NO, but it copies its manual records into Excel
- A clearly defined accounting process: YES
- Clear procedures for management of payroll, petty cash, procurement, and disbursements: YES
- Staff with the technical expertise to undertake projects: YES

Funders and budget: For 2011, PDH expects its budget to be approximately $390,000. Funders include the National Endowment for Democracy, Human Rights Watch, Amnesty International, and UNDP.

Accomplishments:

- Produces two radio programs that air on RTNC radio (Radio télévision nationale Congolaise) each week, covering subjects such as human rights, elections, democracy, and good governance
- Provided legal assistance at the courts and tribunals to 726 widows who were about to lose their land and other properties after the death of their husbands
- Facilitated numerous mediations to resolve local social conflicts
- Provided legal assistance to 341 survivors of sexual violence

Strengths:

- Competent human resources
- Transparency in its financial management
- Strong sense of networking and collaboration with other stakeholders and partners
- Always available to provide assistance to the most vulnerable

Needs:

- Its own means of transport and other IT equipment to make the organization more self-sufficient
- More financial means to assist other vulnerable populations
- Capacity building of its staff in finance, planning, and project management

Organizational vision: Participate in the development of a society that promotes human rights and democracy

Project proposals:

- **Supporting the electoral process:** PDH aims to support the Congolese electoral process in Masisi, Nyiragongo, and Goma. PDH will do this through disseminating information about the process to the general population and local leaders, and encouraging a disillusioned electorate to vote to ensure their voices are heard. Cost: $80,000
- **Advocacy regarding land rights:** PDH aims to address land issues around Goma, Nyiragongo, Masisi, and Rutshuru, where this is a serious and worrying issue. PDH will raise awareness of the importance of obtaining titles to property and educate the population on their rights as tenants or owners. PDH will use radio and community meetings to promote community conflict resolution of land disputes. Cost: $120,000

PROREN—Responsible Reproductive Health Program in North Kivu

Location: Beni, North Kivu province

Contact: Olga Kitumbu Mashingo, coordinator, +243.998.577.184, proren_asbl@yahoo.fr, omashingo@yahoo.fr

Legal status: PROREN is a registered NGO with the provincial government.

History: PROREN (Programme de santé de la reproduction responsable au Nord-Kivu) was created in April 2004 by a group of public health workers in Beni territory to address the numerous problems of reproductive health. The wars in North Kivu had taken a heavy toll on the population, particularly on women. The problems facing women included sexual violence, high rates of maternal and infant mortality, the spread of HIV/AIDS, and lack of basic knowledge about family planning. PROREN has worked with several international organizations such as UNDP and Reach Italia, as well as with local institutions such as the provincial health zone bureaus.

Mission: Improve the living standard of the population through promotion of reproductive health, reduction of STDs, psychosocial assistance to the survivors of sexual violence, and protection of the human rights of women and children

Objectives:

- Improve the socioeconomic status of survivors of sexual violence
- Fight against the violation of women's rights
- Promote gender equality and child protection
- Reduce the high rate of STDs, including HIV/AIDS
- Facilitate and promote public health and maternal health
- Educate the community about family planning

Sectors of intervention: Health; sexual violence

Areas of operation: The Beni and Oicha health zones

Populations served: PROREN primarily serves women and children.

Programs:

- **Reproductive health:** PROREN trains women about family planning and sensitizes the community about safe motherhood and responsible sexuality.
- **Fight against sexual violence:** PROREN has a comprehensive approach in the fight against sexual violence, and provides psychosocial and socioeconomic assistance to the survivors of sexual violence.
- **Gender and justice:** PROREN educates, trains, and assists women about their rights, and helps survivors of human rights violations and sexual violence to obtain legal assistance and justice.
- **HIV/AIDS:** PROREN sensitizes people about HIV and distributes condoms to high-risk target groups.

Governance: The supreme governing body is the general assembly, which has 28 members and meets once a year. The general assembly elects the management board, which meets every six months to provide direction to PROREN's operations. A monitoring committee meets every three months, reports to the general assembly, and conducts an annual internal control of finances. PROREN has 12 staff,

including one doctor, two nurses, one public health specialist, and one rural development technician. PROREN has an account at BIC in Beni. For financial, administrative, and personnel management, PROREN has:

- A procedures manual with policies for financial management; hiring and personnel issues; and purchasing policies and procedures: YES
- A computerized accounting system: NO
- A clearly defined accounting process: YES
- Clear procedures for management of payroll, petty cash, procurement, and disbursements: YES
- Staff with the technical expertise to undertake projects: YES

Funders and budget: For 2011, PROREN plans for a budget of $144,800. Funders include UNDP, the Association AMO Congo and Reach Italia.

Accomplishments:

- Constructed and equipped two community centers
- Trained more than 100 community workers at Kamango on reproductive health, sexual violence, and STDs
- Established a community health cooperative at Vuhovi
- Provided psychosocial and socioeconomic assistance to survivors of sexual violence

Strengths:

- Strong, dedicated staff with extensive experience
- Proven ability to successfully implement projects following project cycle management
- Has office equipment to facilitate the documentation and reporting of the organization's work

Needs:

- Capacity building of the staff for better project management
- Financing for the expansion and sustainability of its programs

Organizational vision: Expand PROREN's activities to the entire North Kivu province and develop partnerships with other groups to increase its effectiveness and access to funding

Project proposals:

- **Holistic care for survivors of sexual violence:** Through a holistic approach to sexual violence, PROREN aims to ensure that survivors of sexual violence have access to adequate and relevant medical and psychosocial care. PROREN will also support survivors of sexual violence and their families post-trauma to combat possible stigma. Cost: $19,700

- **Promoting voluntary HIV testing:** This project aims to raise awareness regarding HIV/AIDS in Beni and Oicha. PROREN will promote holistic care of persons living with HIV and AIDS by their communities and will aim to reduce the prevalence of HIV and AIDS in the region. PROREN seeks to normalize voluntary testing in the community. Cost: $231,000
- **Promoting preventive primary health care:** In 30 health centers in Beni and Oicha, PROREN will promote primary health care with the aim of combating incidence of preventable illness among vulnerable populations. PROREN will raise awareness among local populations and aim to influence policy in favor of preventive public health strategies at the local level. Cost: $183,600

RACOJ—Network of Congolese Youth Associations against AIDS

Location: Walikale, North Kivu province

Contact: Methode Bantea, director, +243.810.316.716, racojwlkl@yahoo.fr

Legal status: RACOJ is a registered NGO with the provincial government.

History: In 2005, a group of young people in Walikale created a local bureau of Kinshasa-based RACOJ (Réseau des associations Congolaises des jeunes contre le SIDA) to educate youths about reproductive health and HIV/AIDS. RACOJ now has its main office in Walikale and six satellite bases (Itebero, Ntoto, Eliba, Mubi, Njingala, and Lubonga) in Walikale territory. RACOJ is a small but important youth group run by volunteers and has worked with national and international partners such as IMC, Caritas Goma, ActionAid, and HEAL Africa.

Mission: Create a national movement for the development of policies, programs, and projects that promote the participation and protection of young people in education about HIV/AIDS

Objectives:

- Facilitate collaboration and reinforce partnerships between associations involved in the fight against HIV/AIDS
- Reinforce the technical and institutional capacities of associations to mobilize resources needed for activities in the field
- Promote local and national initiatives created by young people
- Reinforce and encourage advocacy and lobbying that places young people at the forefront of the fight against HIV/AIDS.
- Promote the participation of young people in decision making at all levels of society

Sectors of intervention: At-risk youth; sexual and gender-based violence; health

Area of operation: Walikale territory

Programs:

- **HIV/AIDS:** RACOJ conducts trainings and awareness-raising campaigns in schools targeting young people and with community and traditional leaders.
- **Sexual and gender-based violence:** Similar to its HIV/AIDS program, RACOJ conducts trainings and awareness-raising campaigns around sexual and gender-based violence.
- **Training of trainers:** For both sexual and gender-based violence and HIV/AIDS programming, RACOJ trains trainers to carry out its campaigns.

Governance: RACOJ's supreme governing body is the general assembly, composed of eight member organizations, which meets annually. Each organization sends three delegates. The general assembly elects the board of directors and the controls commission, which both meet four times a year. The board and the controls commission develop strategy and monitor RACOJ's administrative functioning. RACOJ has ten staff in its Walikale office and 45 volunteers in its six village-level offices.

RACOJ has an account with COOPEC IMARA in Walikale. For financial, administrative, and personnel management, RACOJ has:

- A procedures manual with policies for financial management; hiring and personnel issues; and purchasing policies and procedures: NO, but it is developing a manual during 2011
- A computerized accounting system: NO
- A clearly defined accounting process: NO, but it is currently developing one
- Clear procedures for management of payroll, petty cash, procurement, and disbursements: NO, but it is developing them
- Staff with the technical expertise to undertake projects: YES

Funders and budget: In 2010, RACOJ's budget was $13,000. Funders were IMC, Caritas Goma, ActionAid, and HEAL Africa.

Accomplishments:

- Educated students in 11 secondary schools in Walikale about HIV/AIDS and sexual violence
- Organized a day of study on youth, HIV/AIDS, and sexual violence in Walikale, which complemented a provincial conference on the issue of youth and unwanted pregnancy
- Organized a workshop with IMC aimed at community leaders on the issue of sexual violence in Walikale territory
- Trained 80 educators on HIV/AIDS and sexual violence in partnership with Caritas Goma
- Conducted a training for Handicap International/Atlas logistique on HIV/AIDS and sexual violence in Walikale
- Carried out sensitizations with teenagers on unwanted pregnancies and drug use

Strengths:

- Tangible results and satellite offices around the whole territory
- Well-trained, motivated personnel
- Has good relationships and partnerships with other organizations
- Works well collaboratively with provincial authorities and health structures

Needs:

- Increased logistical equipment and supplies to expand its activities
- Expand projects and be able to pay staff to encourage them to remain with the organization
- Strengthen present staff capabilities in finance, project cycle management, and IT
- Improve staffs' ability to address stigma issues of persons living with HIV/AIDS

Organizational vision: Prevention of the spread of HIV/AIDS and the end of sexual violence

Project proposals:

- **Education on sexual violence and assistance to survivors:** RACOJ seeks funds to organize public information sessions in the village of Luvungi (4,500 people) about sexual violence, to encourage the villagers to support survivors of sexual violence, and to directly support 50 survivors through social and economic assistance. Cost: $71,235 (for six months)
- **Institutional capacity building:** RACOJ would like to organize a five-day training for its 55 staff and volunteers to increase their skills for organizational, project, and financial management. Cost: $33,401
- **Educating former child soldiers:** RACOJ proposes to organize 300 former child soldiers from Mai Mai Kifuafua and the 85th brigade to educate them about HIV/AIDS and sexual violence. Cost: $16,248

SFVS—Synergy of Women for the Victims of Sexual Violence

Location: Goma, North Kivu province

Contact: Justine Bihamba, coordinator, +243.813.179.957, +243.995.484.965, justinekascoth@gmail.com

Legal status: SFVS is a registered NGO with the provincial government.

History: SFVS (Synergie des femmes pour les victimes des violences sexuelles) was founded in 2002 to streamline local efforts to fight sexual violence in North Kivu. SFVS serves as a collaboration point for 35 member organizations, as well as a program implementer, primarily operating programs in the domains of judicial reform, lobbying, and economic reintegration for survivors. SFVS was influential in drafting the 2006 bill passed by the national legislature stating that a woman could not be married if younger than the age of 18 and that sexual violence was one of the highest punish-

able crimes. SFVS has worked with international funders such as the government of Holland, DDC (Switzerland), Amnesty International, ECI, and ICCO.

Mission: SFVS promotes collaboration between CBOs engaged in all forms of assistance for sexual violence survivors in eastern DRC, in order to increase the quality of and access to support for survivors and restore survivors to a healthy, respectful state.

Objectives:

- Provide increased quality and quantity of services to sexual violence survivors by collaboration with service providers through a network
- Advocate provincial, national, and international governments to ensure systems and laws protecting women's rights are put in place and practiced

Sectors of intervention: Sexual violence; health; human rights

Area of operation: North Kivu

Programs:

- **Lobbying for equitable justice:** SFVS creates "Judicial marketing" to mobilize local authorities and the local and international community to demand that judicial services guaranteed by the Congolese law are provided for survivors of gender-based violence.
- **Legal assistance:** Member organizations of the SFVS coalition provide survivors with legal counsel and the prosecution of cases in the provincial or military court if there is sufficient evidence.
- **Psychosocial support for survivors of gender-based violence:** SFVS organizes reference systems and trains counselors throughout North Kivu to provide consistent psychosocial care for survivors.
- **Medical support for survivors:** SFVS listening points, placed throughout North Kivu, refer survivors to partner organizations for appropriate medical care.
- **Economic assistance for survivors:** SFVS provides income generation grants and support through collective agriculture fields to women's associations in order to assist survivors with reintegration back into their communities. These grants are disbursed anonymously, in order not to stigmatize survivors.

Governance: SFVS is a coalition of 35 organizations with its own separate administrative structure. The general assembly is the supreme government of the organization and includes one representative from each of the partner organizations. The administration council comprises ten select representatives from the 35 partner organizations based on which organizations are the most active in the coalition. The administration council oversees and selects the personnel of SFVS, who are charged with coordinating the collaboration and activities among member groups. The coordinator of SFVS directly supervises SFVS personnel. SFVS has 11 staff members.

SFVS has a bank account at BIC in Goma. For financial, administrative, and personnel management, SFVS has:

- A procedures manual with policies for financial management; hiring and personnel issues; and purchasing policies and procedures: YES
- A computerized accounting system: YES
- A clearly defined accounting process: YES
- Clear procedures for management of payroll, petty cash, procurement, and disbursements: YES
- Staff with the technical expertise to undertake projects: YES

Funders and budget: The 2010 budget was $250,000. Donors include the government of Holland, DDC (Switzerland), Amnesty International, FrontLine, ECI, and ICCO (Dutch).

Accomplishments:

- Helped to pass the 2006 sexual violence national legislation
- Was the first coalition to streamline services for sexual violence survivors
- In 2009, helped more than 2,200 survivors with legal, medical, and economic assistance

Strengths:

- Unifies the majority of the main actors combating sexual violence in North Kivu, creating a comprehensive strategy so that organizations can complement each other's work and avoid redundancies
- Justine Bihamba, the coordinator of SFVS, has extensive experience in the field and was one of the first activists in eastern DRC to denounce sexual violence as a major issue
- Reaches the majority of the southern half of North Kivu through its member organizations and, as a result, often has the most up-to-date perspective on conflict situations

Needs:

- As cited in the evaluation of SFVS's three-year plan (performed by an outside evaluator), the organization needs to improve its internal administration and monitoring and evaluation practices. This involves clarifying the role of member organizations and staff in leading its activities.
- The staff of SFVS is competent in the field, but when Justine Bihamba, the coordinator of SFVS, is not present in the office, it is often difficult to find a strong alternative spokesperson for the organization who can effectively convey to influential visitors/donors the issues SFVS is working to address.
- It is challenging to unify 35 different organizations that are all applying for the same funding; at times personality clashes prevent collaboration. If the project was executed by one organization as opposed to a coalition, the impact of the project would be much lower due to the breadth of interventions and community networking required, but initiatives or conferences unifying the organizations in the coalition would be beneficial.

Organizational vision: Communities respect the rights of women and survivors of gender-based violence have access to all necessary support to help them recover.

Project proposals:

- **Election education:** Educate rural communities throughout North Kivu on the national and local election process. Hold in-depth seminars with women interested in running for local office, clearly explaining the steps for entering the elections and beginning a campaign. Cost: $80,000 (over nine months)
- **Prosecution of sexual violence cases:** Hold trainings for lawyers and judges on the law against sexual violence and provide funding to prosecute cases in court. Cost: $40,000
- **Legal and advocacy seminars:** Hold capacity-building training for SFVS personnel and member organizations on how to navigate the legal system and achieve effective advocacy at local and international levels. Cost: $20,000

SOFEJEP—Solidarity of Women and Small Farmers Organizations

Location: Butembo, North Kivu province

Contact: Therese Katungu, coordinator, +243.997.735.116, and Marie Katsongeri, president, +243.991.418.092, sofejep@yahoo.fr

Legal status: SOFEJEP is a registered NGO with the provincial government.

History: SOFEJEP (Solidarité des organisations des femmes et jeunes producteurs agricoles) was created in 2005 by a group of women and small-scale farmers. At this time there was insecurity and conflict in the Butembo area, which affected the abilities of small-scale farmers to transport their produce from rural areas to central markets. In addition, most farmers lacked the capacity to process their agricultural products, thus their profitability remained stagnant. SOFEJEP formed to specifically help female farmers to access markets and come up with a common strategy to improve their situation. Currently SOFEJEP has 18 community groups in the Butembo area, with 3,376 active members. SOFEJEP derives its funding from its own activities and contributions from member groups, but it has received material assistance from IFDC Catalist, and Forum for the Nile Basin.

Mission: Influence and facilitate farmers' access to markets and improve the politics of the agricultural sector in order to increase agricultural productivity and revenue

Objectives:

- Build the managerial and technical capacity of women's groups and small-scale farmers in order to improve their operational capabilities
- Contribute to the fight against HIV/AIDS and sexual violence
- Engage in mainstreaming gender into development activities
- Search for open markets for farmers' products
- Facilitate farmers' access to microcredit

Sectors of intervention: Food security; conservation; gender-based violence

Areas of operation: Beni and Lubero territories

Populations served: SOFEJEP works with men and women in the community.

Programs:

- **Food security:** SOFEJEP sensitizes and provides technical support to small-scale farmers and women's groups. In addition, SOFEJEP facilitates exchange visits among the farmers' groups. It also builds storehouses for farmers' products.
- **Sexual violence:** SOFEJEP trains and sensitizes farmers to have a responsible sexual life, as well as sensitizing women to denounce cases of sexual violence in the community. SOFEJEP trains local counselors who ensure the identification, referral, and counseling of survivors of sexual violence.
- **Environmental protection:** SOFEJEP sensitizes the communities living around Virunga National Park to refrain from timber harvesting. It also sensitizes communities to fight against erosion in Lubero territory.
- **Public health:** SOFEJEP sensitizes local communities about HIV/AIDS and hygiene.

Governance: The supreme governing body is the general assembly, which is made up of 36 members. The general assembly meets annually and appoints the board of directors and the monitoring commission. The board meets every three months to analyze the organization's operations. The organization has 11 qualified staff members and four volunteers.

SOFEJEP has a bank account at a local cooperative in Butembo known as CODEFI. For financial, administrative, and personnel management, SOFEJEP has:

- A procedures manual with policies for financial management; hiring and personnel issues; and purchasing policies and procedures: YES
- A computerized accounting system: YES
- A clearly defined accounting process: YES
- Clear procedures for management of payroll, petty cash, procurement, and disbursements: YES
- Staff with the technical expertise to undertake projects: YES

Funders and budget: In 2010, SOFEJEP's budget was $7,800. Its funding comes from its own activities and contributions from its member groups.

Accomplishments:

- Processed 30 tons of rice and 16 tons of maize at Kipese in 2010
- Owns 50 acres of land
- Has trained 25 counselors in Lubero and 13 in Beni
- Referred 124 survivors of sexual violence to the hospital (Clinique dieu vivant) in Butembo
- Has contributed to the socioeconomic integration of 40 survivors of sexual violence through provision of microcredit

Strengths:

- An office and equipment to facilitate the organization's work
- Its own income-generating activity (public secretarial office)
- All members of SOFEJEP have their own individual storehouses to keep their agricultural products while they wait to sell.
- A committed, professional staff
- A strong working relationship with other partners that facilitate the organization's work
- A strong track record of successful program implementation

Needs:

- Capacity building for its staff (IT, project cycle management)
- Construction of more storehouses for its members
- Means to transport agricultural products from the fields to the market
- Support and means for the conservation of agricultural areas
- Machines to process foods so farmers can get greater returns on their agricultural products
- New office equipment (e.g., computers, printers)

Organizational vision: A society that is gender balanced and facilitates the socioeconomic power of farmers

Project proposals:

- **Preventing sexual violence:** This program will contribute to the prevention of sexual violence through the promotion of women in positions of community leadership in Beni and Lubero territories. SOFEJEP aims to contribute to positive behavioral changes regarding issues of gender. Cost: $175,000
- **Institutional capacity building:** This project aims to reinforce SOFEJEP's institutional capacity so that it can better carry out its role as a platform for other local associations. In doing so, SOFEJEP will train 360 men, women, boys, and girls to be leaders in the community and take charge of their community organizations. Cost: $98,000
- **Promoting women's enterprises:** SOFEJEP will contribute to the increased commercialization of agricultural production by women farmers in Beni and Lubero territories. Cost: $69,000

SOFEPADI—Feminine Solidarity for Peace and Integral Development

Location: Beni, North Kivu province

Contact: Julienne Lusenge, president, and Zawadi Mambo, coordinator, +243.998.680.706, sofepadib@yahoo.fr, www.sofepadi.com

Legal status: SOFEPADI is a registered NGO with the national government.

History: SOFEPADI (Solidarité féminine pour le paix et développement intégrale) was created in 2000 by a group of journalists from Radio CANDIP (Centre d'animation et de diffusion pédagogique) in Bunia. Initially financed by the Coopération technique Belge (CTB), SOFEPADI sought to sensitize and create awareness in the community about peace and pacific cohabitation. When the fighting in Bunia became very intense during 2003, SOFEPADI's president fled with thousands of others to Beni, where she continued SOFEPADI's work with help from several churches. During that period, SOFEPADI helped displaced people with the distribution of food and nonfood items. When the war ended, the founders of SOFEPADI returned to Bunia and left a branch of the organization in Beni. In the last decade, SOFEPADI has worked with a range of international organizations, including UNIFEM, UNFPA, the Swedish Embassy, MONUSCO, and others.

Mission: Promote and protect the rights of the women in eastern DRC, with particular focus in the Ituri district and Beni territory

Objectives:

- Train and educate the community about peace and pacific cohabitation
- Fight against impunity with particular attention on sexual violence
- Provide legal assistance to the survivors of sexual violence
- Sensitize and train women on their rights and responsibilities

Sectors of intervention: Human rights sector; sexual and gender-based violence; health

Areas of operation: From its main office in Bunia, SOFEPADI works in the Ituri district and in Beni territory (North Kivu province).

Programs:

- **Peace and pacific cohabitation:** SOFEPADI conducts participatory research in local communities in order to identify problems and exchange ideas, with the goals of preventing and resolving local conflicts.
- **Radio programs:** SOFEPADI works with local radio stations to sensitize local communities about various human-rights-related activities.
- **Sexual violence:** SOFEPADI provides holistic assistance to the survivors of sexual violence. It identifies survivors and enables them to identify themselves to the organization, refers them for medical care, and provides mediation for those who are rejected by their family. It also provides free legal assistance to the survivors and helps them reintegrate socially and economically into their community.
- **Health care:** In Bunia, SOFEPADI has a range of medical activities at its hospital. It provides medical care to the survivors of sexual violence, sensitizes people about HIV/AIDS and other STDs, and educates women about the whole cycle of reproductive health.

Governance: SOFEPADI's supreme governing body is the general assembly, which meets annually and approves the strategic plan of the organization. It elects the board of directors, which meets twice a year to decide on major issues and provide guidance to the staff. SOFEPADI also has a control commission that meets four times per year and reports to the board of directors. This group is responsible for monitoring activities and generating internal audits and reports. SOFEPADI has 32 staff in total; 12 are in Beni, and 20 are in Bunia.

SOFEPADI has bank accounts at BIC in Beni and Bunia. For financial, administrative, and personnel management, SOFEPADI has:

- A procedures manual with policies for financial management; hiring and personnel issues; and purchasing policies and procedures: YES
- A computerized accounting system: YES
- A clearly defined accounting process: YES
- Clear procedures for management of payroll, petty cash, procurement, and disbursements: YES
- Staff with the technical expertise to undertake projects: YES

Funders and budget: For 2011, SOFEPADI has a budget of $496,450. Funders include the French embassy, the Swedish Foundation for Human Rights, and UNIFEM.

Accomplishments:

- Has provided legal assistance to 96 survivors of sexual violence
- Has conducted numerous conferences in schools about human rights and sexual violence in Beni and Bunia
- Financed and facilitated the training of legal staff at Beni's court on human rights and sexual violence
- Trained and sensitized the military about sexual violence in Beni
- Pays school fees for 53 children who were survivors of sexual violence
- Provided microcredit to 165 women to run income-generating activities
- Manages the Bunia hospital, known as Karibuni wa mama, for holistic assistance to 3,400 women survivors of sexual violence
- Runs 11 professional training centers that train a total of 744 women in sewing and embroidery
- Has trained 56 community mediators to facilitate the reconciliation of family conflict related to sexual violence
- Has facilitated a literacy program for 28 Pygmy women at Upende in Beni territory

Strengths:

- A very competent and qualified staff to carry out its numerous activities
- Works well with judicial authorities

- Has the necessary office and medical equipment to do its work, and a capacity-building plan for its staff's development
- Its beneficiaries have faith in the organization's work.

Needs:

- Financial support to facilitate the achievement of objectives
- Training in human rights, logistics, and financial management

Organizational vision: SOFEPADI would like to expand its activities to cover other territories in North Kivu and Orientale provinces and reinforce its activities in the protection of human rights, particularly the rights of women. SOFEPADI would also like to respond to other humanitarian needs of displaced people.

Project proposals:

- **Capacity building on reporting and data management:** SOFEPADI will participate in a two-week training course focusing on project reporting (weekly, monthly, quarterly, and end of project) and data collection and management. SOFEPADI will also establish a training of trainers with their local partners to improve their reporting and data management skills. Cost: $13,000
- **Holistic care and support for survivors of sexual violence:** SOFEPADI will target 200 people affected by sexual violence to ensure holistic support. This project aims to promote socioeconomic reintegration and the education of communities in Beni and Ituri territories on issues of sexual violence and stigma. Cost: $50,000

UGADEC—Union of Associations for the Conservation of Gorillas and Community Development in Eastern DRC

Location: Goma, North Kivu province

Contact: Alexis Kalinda Salumu, coordinator, and Mwami Mukosasenge, president, +243.995.464.451, conservationugadec@yahoo.fr, kamalex2007@yahoo.fr

Legal status: UGADEC is registered as an NGO with the national government.

History: UGADEC (Union des associations de conservation des gorilles pour le développement Communautaire a l'est de la RDCongo) formed in 2002 to unite several groups working on conservation and development in the Virunga National Park area. The roots of the project date back earlier, when the traditional authorities of the Batangi and Bamate communities in Lubero territory executed a community project for the creation of the Tayna Gorilla Reserve in Virunga National Park. This project was a great success because it mixed conservation and development objectives. Many other traditional authorities were impressed and became inspired to take an active role in the conservation of the nature in the park. Eight member groups came together to form UGADEC, which now oversees nine nature reserves (five are in Walikale territory, one in Lubero territory, and

three in Maniema province). UGADEC has worked with several international organizations, including The Dian Fossey Gorilla Fund International, the Jane Goodall Institute, and Global Conservation Fund.

Mission: Promote the protection of natural resources—particularly gorillas—and carry out community projects that enforce and encourage the sustainability of nature and the reserves

Objectives:

- Promote the protection of primates and sensitize local authorities and communities about the environment and conservation
- Implement projects of community interest
- Promote socioeconomic projects in eastern DRC
- Create a reserve corridor from Maiko National Park to Kahuzi-Biega National Park

Sectors of intervention: Environment and natural resources; community development

Areas of operation: UGADEC works in North Kivu and Maniema provinces, with particular interests in Walikale and Lubero territories in North Kivu, and in Lubutu and Punia territories in Maniema province.

Populations served: Women and children and the community at large living around the reserves

Programs:

- **Fund-raising:** UGADEC links local organizations and funders, and plays a significant role in lobbying on behalf of its member associations. This helps it raise funds for implementing the organizations that work at the grassroots.
- **Monitoring and evaluation:** UGADEC ensures close monitoring and evaluation of the implementing partners for the purposes of efficiency and effectiveness.
- **Research:** UGADEC carries out community research on the existing ecosystem, gorillas, and other rare species. UGADEC sensitizes the community about species protection, organizes community-monitoring teams, and controls against poaching.
- **Community education:** UGADEC organizes community education about nature conservation for schools, churches, and other influential community institutions. The goal is to get local communities and leaders to take an active role in conservation. UGADEC also uses the radio and billboards to reach as many people as possible.
- **Community development:** UGADEC builds, rehabilitates, and equips schools and hospitals, and facilitates the payment of the teachers in particular schools. It also takes an active role in the identification and construction of water points.

Governance: The supreme governing body is the general assembly, otherwise known as the "congress," which meets every year. The general assembly sets the overall programs and goals for UGADEC, and appoints the board of directors. The board meets every three months and closely monitors UGADEC's financial, administrative, and programmatic functioning. The board has a monitoring committee that meets once every six months to review UGADEC's operations and conduct an annual internal audit. UGADEC has 20 permanent employees.

UGADEC has an account at Access Bank in Goma. For financial, administrative, and personnel management, UGADEC has:

- A procedures manual with policies for financial management; hiring and personnel issues; antuterized accounting system: YES
- A clearly defined accounting process: YES
- Clear procedures for management of payroll, petty cash, procurement, and disbursements: YES
- Staff with the technical expertise to undertake projects: YES

Funders and budget: UGADEC's annual budget is approximately $450,000. Funders include The Dian Fossey Gorilla Fund International, CARPE (Programme régional pour la conservation en Afrique centrale), the Jane Goodall Institute, and the Global Conservation Fund. ICCN provides technical support to UGADEC and ensures training for the organization's capacity building.

Accomplishments:

- Ensures patrolling of three-quarters of the protected areas and has identified all the major animal species living in those areas
- Has created two national reserves since 2006, and two more are under development
- Has saved the lives of seven gorillas that are now kept in a rehabilitation center
- Conducted two scientific surveys at Tayna Gorilla Reserve
- Created a university in Lubero with five majors and faculties relative to nature conservation, which has graduated 300 people to date
- Built a hydroelectric dam to serve the university and the surrounding community in Lubero
- Constructed seven health centers to increase community access to primary health care
- Constructed 12 water points
- Constructed and equipped five schools

Strengths:

- Very competent employees
- Community trust through connections with traditional authorities and community development projects
- Employment creation and harmonious working climate in a multicultural dynamic
- Recognized and appreciated by both international and national authorities

Needs:

- More diverse and greater funding to sustain its programs
- Creation of a UGADEC trust fund
- Transport and logistics equipment
- Capacity building for the staff

Organizational vision: Make all nine reserves areas of attraction for tourism. Also, increase the local population's access to basic services such as education, health, and housing.

Project proposals:

- **Community conservation education:** In four strategic points in North Kivu and Maniema, UGADEC aims to educate and raise awareness among communities in regard to the conservation of natural resources. This project will also serve to document and monitor all of the UGADEC community conservation initiatives in the area. Cost: $130,000 (over two years)
- **Community development via construction of schools:** In the Lubutu and Walikale territories, UGADEC will build two primary schools out of durable materials. Cost: $150,000 (over 18 months)
- **Participatory mapping of protected areas:** UGADEC will work with local communities to clearly identify and mark the boundaries of seven protected areas in North Kivu and eastern Maniema. This program will contribute to changing community behavior toward natural resources and a reduction of conflicts between local communities and environmental organizations. Cost: $125,000

Orientale Province

United Nations Office for the Coordination of Humanitarian Affairs
Democratic Republic of Congo
Orientale Province: Created for Eastern Congo Initiative: April 26, 2011

Photo previous page: Sunset in Fataki (Orientale province)

[1]Province Orientale, Planning Ministry, "Plan de retour pour la relance économique et le développement humain durable province Orientale," Kisangani, January 2011, pp. 15–16, 18, 20, 32, 35; République Démocratique du Congo, Province Orientale, "Document de stratégie de réduction de la pauvreté," Draft 2, August 2005, pp. 6, 32; République Démocratique du Congo, Ministère du Santé, "Plan nationale de développement sanitaire, PNDS 2011–2015," Kinshasa, March 2010, p. 21; République Démocratique du Congo, "Multiple Indicator Cluster Survey, DRC 2010, Preliminary Findings," September 2010, pp. 23–24.
[2]These are Bafwasende, Banalia, Basoko, Opala, Isangi, Ubundu, Yahuma, Buta, Bombo, Bambesa, Aketi, Ango, Poko, Dungu, Rungu, Niangara, Watsa, Wamba, Faradje, Irumu, Djugu, Aru, Mahagi, and Mambasa.
[3]Province Orientale, Planning Ministry, "Plan de retour pour la relance économique et le développement humain durable province Orientale," Kisangani, January 2011, pp. 7–9.

Comprising 22 percent of DRC's territory, Orientale is the largest of the four provinces in this study; in fact, it is nearly double the size of Maniema, South Kivu, and North Kivu provinces combined. Orientale contains four districts—Bas Uélé, Haut Uélé, Ituri, and Tshopo—and its capital is Kisangani. Orientale is rich in natural resources such as gold, diamonds, and timber, but exploitation of these resources continues its historic pattern of providing benefits to a few at the expense of the many. This section presents background information about Orientale province.

Table 46: Orientale at a glance[1]

Population (2011)	8,302,959
Major languages	French, Swahili, Lingala
Number of doctors	173
Number of people per doctor	47,994
Surface area	503,239 km^2 (194,302 mi^2)
Districts	4
Cities	1 (Kisangani)
Territories[2]	24
Major towns	32
Health zones	83
Infant mortality rate, per 1,000 births (2010)	93
Under-5 child mortality rate, per 1,000 births (2010)	152
Share of households headed by women	19%
HIV-positive population using antiretroviral drugs	24%
Population with access to condoms	61%
Population with access to potable water	46%
Population with a university degree	0.7%

Table 47: Population and size of Orientale's districts and capital, 2010[3]

	Bas Uélé	Haut Uélé	Ituri	Tshopo	Kisangani
Population	909,687 (12%)	1,508,973 (19.9%)	2,904,813 (38.3%)	1,367,306 (18%)	895,880 (11.8%)
Size	148,331 km^2 (29.5%)	89,683 km^2 (17.8%)	65,658 km^2 (13%)	197,657 km^2 (39.3%)	1,910 km^2 (0.4%)

Geography and Natural Resources

Orientale province occupies northeastern DRC and shares international borders with the Central African Republic, Sudan, and Uganda. Orientale also borders Equateur province to the west and Kasai Oriental, Maniema, and North Kivu provinces to the south. Numerous large rivers traverse Orientale,[4] feeding the Congo River; however, water in the eastern and northern edges of the Ituri district flow into the Nile River and north into Sudan. Forests cover about 75 percent of Orientale province, with the remaining land cover mainly consisting of savanna. The climate is generally hot and humid, but somewhat cooler in eastern Ituri, where the Blue Mountains lie.

Orientale has abundant valuable natural resources, including forests, fertile land, rivers (for hydropower), minerals, and oil. The Congolese government considers Orientale to be the province with the second-richest mineral deposits, after Katanga.[5] The most abundant and valuable minerals are gold and diamonds, but others include cassiterite, coltan, and nickel.[6] In addition, Orientale has two national parks (Okapi and Garamba) with animal resources; however, these parks have suffered due to war, illegal mining, illegal timber harvesting, and poaching. The following sections provide brief overviews of Orientale's gold, diamonds, timber, oil, and nature reserves.

Gold. For more than 100 years, people have been mining gold in Orientale, yet there is surprisingly little to show for it in terms of social infrastructure and economic development.[7] The main mining area is in northeast Orientale, following an arc from western Djugu territory north into Mahagi territory (both in the Ituri district) and into Watsa territory (Haut Uélé district). Other important mining areas are in southern Irumu territory (Ituri), western Mambasa territory (Ituri),[8] and Bafwasende territory (Haut Uélé district).[9] Gold mining is discussed further in the Economy section, below.

Diamonds. Kisangani is a major diamond-trading town, as is evident by passing through the city, where diamond (and gold and cassiterite) buying shops are ubiquitous, with colorfully painted exteriors. The diamonds traded in Kisangani come from artisanal mining sites in Orientale (mainly the Haut Uélé district and western Mambasa territory of Ituri district), and from Maniema. The global financial crisis of 2008–09 reportedly resulted in a decline in demand for diamonds, shift in production from diamonds to gold, and the bankruptcy of several major Kisangani diamond merchants.[10]

Timber. Traveling by air over Orientale, one can see endless stretches of rain forest, as well as large and growing swaths of clear-cut land. Approximately 75 percent of Orientale is forested, but anecdotal evidence suggests the rate of deforestation is accelerating, and virtually no reforestation activities are taking place. The problems are particularly intense near Kisangani, along major rivers, and near the borders with North Kivu, Uganda, and Sudan.

[4]These include the Tshopo, Lindi, Aruwimi, Itimbiri, Lomami, Uélé, Ituri, Mbomu, Bomokandi, Bima, Népoko, Pungu, Bili, and Rubi rivers.
[5]Steven Spittaels (ed.), The Complexity of Resource Governance in a Context of State Fragility: An Analysis of the Mining Sector in the Kivu Hinterlands, Antwerp: IPIS, November 2010, p. 27.
[6]See the excellent mineral maps by IPIS at http://www.ipisresearch.be/maps/Orientale/web/index.html, site accessed April 19, 2011.
[7]See Dan Fahey, "Le Fleuve d'Or: The Production and Trade of Gold from Mongbwalu, DRC," in S. Marysse, F. Reyntjens, and S. Vandeginste, eds., L'Afrique des grands lacs, Annuaire 2007-2008 (Paris: L'Harmattan, 2008) pp. 357-384.
[8]See Steven Spittaels and Filip Hilgert, "Mapping Conflict Motives: Province Orientale (DRC)," Antwerp: IPIS and Fatal Transactions, March 17, 2010, pp. 20–21.
[9]See Steven Spittaels (ed.), The Complexity of Resource Governance in a Context of State Fragility: An Analysis of the Mining Sector in the Kivu Hinterlands, Antwerp: IPIS, November 2010, pp. 45–46.
[10]Steven Spittaels (ed.), The Complexity of Resource Governance in a Context of State Fragility: An Analysis of the Mining Sector in the Kivu Hinterlands, Antwerp: IPIS, November 2010, p. 43.

There are essentially two groups of people exploiting timber in Ituri. The first are local populations who harvest trees to make charcoal and for use in construction of houses, pirogues, and other basic needs. The second group consists of businessmen,[11] politicians, and FARDC units that engage in large-scale harvesting for the export market, or for production of charcoal for markets in North Kivu and Uganda. The latter group has been understudied, but numerous businessmen and MONUSCO officials report that the governor of Orientale province, Médard Autsai Asenga, is directly involved in selling forest rights to foreign and domestic businessmen. In addition, there are those who do not seek the governor's embrace, who work without permission (known as les coupes des ordonnées de bois).

Oil. There is a great deal of speculation about oil in Lake Albert, but, through 2011, there has been exploration only on the Ugandan side of the lake, where there are an estimated 2 billion barrels of oil. In 2006, the British oil company Tullow signed a contract with the Congolese government for the two blocks (1 and 2) on the Ituri side of Lake Albert. Nothing happened until June 2010, when the Congolese government officially terminated Tullow's contract and awarded a new contract (contrat de partage de production) for blocks 1 and 2 to Foxwhelp Ltd., a subsidiary of Caprikat Ltd., thereby terminating Tullow Oil's rights. Both Foxwhelp and Caprikat are registered in the British Virgin Islands, and Khulubuse Zuma, nephew of South African president Jacob Zuma, owns both. Caprikat was incorporated only three months before, on March 24, 2010. Zuma came to Bunia on July 22, 2010, to meet with the governor and other government officials; there was talk of paving Bunia's main road, extending electricity to Kasenyi, and other popular promises.[12] The joint venture between Foxwhelp and Caprikat is now known as Oil of DR Congo.

There has recently been a strengthening of the police in Kasenyi and Bunia in advance of oil-exploration activities. On January 24, 2011, at a large meeting in Bunia attended by Orientale's governor, Oil of DR Congo's general manager, Giuseppe Ciracelli, donated five pickup trucks and 20 motorbikes (with helmets) to the Inspector of the National Police of the Ituri District. This was on top of Oil of DR Congo's recent $200,000 rehabilitation of the health center in Kasenyi, where one of the three doctors in a health zone of 90,000 people works. In addition, in March 2011, a project financed by the U.S. State Department and implemented by the International Organization for Migration rehabilitated police barracks and offices in Kasenyi. Oil of DR Congo plans to set up a compound in Kasenyi and start exploration in 2012. The U.S. State Department also paid for rehabilitation of the main pier and the government office building in Kasenyi. The strengthening of the police in Kasenyi is worrisome because local fishermen report that each fishing boat must pay the police 2 kilograms (4.4 pounds) of fish each day when they come in from the lake, signaling the depth of corruption within this force.

Orientale has two national parks and six protected areas.[13] Garamba National Park has achieved international notoriety in the last several years because rebels from the Lord's Resistance Army (LRA) have lived and operated in the park. Other armed groups inside the park include the Ugan-

[11]Companies exploiting timber in Orientale include Bego-Congo, Safbois, Soforma, Sodefor, Forabola, CFT, Amexbois, Enra-BENI, and Siforco. Province Orientale, Planning Ministry, "Plan de retour pour la relance économique et le développement humain durable province Orientale," Kisangani, January 2011, p. 32.
[12]Matembele, "Le fils de Jacob Zuma à Bunia, encore des promesses faites aux ituriens," Journal le Millénaire (Congo), July 24, 2010, http://www.lemillenaireinfoplus.com/rubrique,le-fils-de-jacob-zuma-a-bunia,1240060.html, site accessed May 25, 2011.
[13]The protected areas are Bomu, Bili Uere, Rubi-Tele, Yangambi, Maika-Penge, and Garamba (Azande, Gangala-na-Bodio, and Mondo Missa sections).

dan army (UPDF), Southern Sudan army (SPLA), and Congolese army (FARDC).[14] Armed groups, poachers, and hungry local populations have devastated the park's wildlife, with the white rhinoceros population virtually wiped out (there were an estimated two left in 2006), and the elephant population cut to less than half between 1995 and 2006 (from 11,178 to 4,182).[15] Okapi National Park is known internationally for its namesake animal, but has also suffered the ravages of war. During the late 1990s and early 2000s several armed groups operated in the park, where they killed elephants for ivory and mined for gold. The park has grown more secure and is visited by a small but growing number of tourists who want to see some of the captive okapi at the park's headquarters at Epulu (Mambasa territory, Ituri district).

Infrastructure

Orientale's infrastructure has been degraded and destroyed due to war and neglect. There are 20,100 kilometers (12,500 miles) of road in Orientale,[16] but of this total, only about 100 kilometers (62 miles) are paved (in Kisangani and along the Kisangani-Lubutu road). The main usable roads extend between Kisangani and Lubutu (linking to Maniema and South Kivu), Kisangani and Bunia (linking to Ituri and North Kivu), and Mahagi and Bunia (linking to Uganda and North Kivu). Roads linking towns in Bas and Haut Uélé are generally poor; main routes can handle truck traffic, but other roads are passable only by motorbike or bicycle. The two rail lines—one passing through the Bas and Haut Uélé districts, the other going from Kisangani to Ubundu—are unusable.[17] Larger barges travel between Kisangani and Kinshasa on the Congo River, and smaller boats ply the navigable portions of the Congo River's many tributaries. Orientale has five main airports with regular commercial traffic,[18] plus approximately 32 smaller airstrips.[19]

The housing infrastructure in Orientale is generally poor, with the vast majority of the population living in houses made of mud, sticks, and straw.[20] These houses are particularly vulnerable to decay due to termites and rain. In urban areas, much of the population lives in more durable structures made of bricks, cinderblocks, or wood. The large difference between urban and rural areas is also evident in access to potable water. Only 46 percent of the entire population has access to potable water, but in urban areas the rate is 96 percent, while in rural areas it is just 37 percent.[21]

[14] Cf. ICCN, "Parc national de la Garamba (PNC), 2005–06," Fact Sheet PNG No. 2, September 2006, p. 2.
[15] ICCN, "Parc national de la Garamba (PNC), 2005–06," Fact Sheet PNG No. 2, September 2006, p. 1.
[16] Province Orientale, Planning Ministry, "Plan de retour pour la relance économique et le développement humain durable province Orientale," Kisangani, January 2011, pp. 13–14.
[17] The Kisangani-Ubundu rail line is 125 kilometers (78 miles) long; the line weaving through the Uélés is 837 kilometers (520 miles).
[18] These are Kisangani (Bangoka), Bunia, Isiro, Aru, and Doko (Durba). The large airport in Dungu is restricted to United Nations aircraft and other official flights.
[19] Province Orientale, Planning Ministry, "Plan de retour pour la relance économique et le développement humain durable province Orientale," Kisangani, January 2011, p. 14.
[20] République Démocratique du Congo, Province Orientale, "Document de stratégie de réduction de la pauvreté," Draft 2, August 2005, p. 31.
[21] République Démocratique du Congo, Province Orientale, "Document de stratégie de réduction de la pauvreté," Draft 2, August 2005, p. 32.

Society

Pygmies are considered the original inhabitants of Orientale province, with other tribes arriving from the north and east during the last 500 to 600 years. From the north, groups of Balese-Komo, Mangbetu, and Mamvu arrived in present-day Bas and Haut Uélé districts from present-day Sudan, followed by the Zande from present-day Central African Republic.[22] These groups settled in present-day Bas and Haut Uélé districts, as well as northern and western parts of the Ituri district. Other groups arriving in Ituri came first from the east (Banyali and Bira),[23] then from the north (Lendu),[24] then from the east (Hema)[25] and north (Alur).[26]

Aside from the African migrations, the first true foreigners to arrive in Orientale were Afro-Arabs and Europeans. As noted by historian David Northrup: "Beginning in the 1860s eastern Zaïre's relatively peaceful isolation was disturbed, disrupted, and, in many cases, destroyed by the intrusion of armed traders and conquerors from the Nile, Zanzibar, and Europe."[27] The initial Afro-Arab invaders from Zanzibar and the Nile (i.e., Sudan) differed from prior African migrations into northeastern DRC because they had ties to foreign markets in ivory and slaves, while later invaders from Europe claimed an antislavery mission but came in pursuit of ivory and gold. As in Maniema, where the invaders left behind their (Muslim) religion and culture, in Orientale the Europeans firmly entrenched their (Christian, especially Catholic) religion in the hearts and minds of the population. The combined effect of these intrusions was a transformation of social relations and the political economy of Orientale.

Today, there are many differences, but also many similarities, among the population of Orientale. The major languages in the province are Swahili, Lingala, and French; however, Lingala is more common in western and northern Orientale, while Swahili is more common in eastern and southern parts of the province. French is common throughout, although less so in rural areas, where populations speak local and regional languages.

The poverty in the province is particularly evident with respect to health care and education. The major health problems in Orientale are malaria, meningitis, yellow fever, trypanosomiasis, onchocerciasis, tetanus, and malnutrition; in addition there are frequent cholera outbreaks.[28] Social problems with health implications include alcohol and drug abuse, sexual and gender-based violence, and armed conflict. Medical care is generally very poor, with few skilled doctors and a lack of medicines to treat those with chronic or acute conditions. As evidence of the lack of health care, nearly 40 percent of the population does not consult a health center in the case of illness (Table 48).

[22] See Agayo Bakonzi, "The Gold Mines of Kilo-Moto in Northeastern Zaire: 1905–1960," Ph.D. dissertation, University of Wisconsin–Madison, 1982, pp. 59–62.
[23] J.M. th Meesen, "Monographie de L'Ituri: Histoire, géographie, économie" (Publication de la Direction de L'Agriculture, Des Forêts, de L'Élevage et de la Colonisation, 1951), pp. 174–175, 178.
[24] J.M. th Meesen, "Monographie de L'Ituri: Histoire, géographie, économie" (Publication de la Direction de L'Agriculture, Des Forêts, de L'Élevage et de la Colonisation, 1951), p. 176.
[25] J.M. th Meesen, "Monographie de L'Ituri: Histoire, géographie, économie" (Publication de la Direction de L'Agriculture, Des Forêts, de L'Élevage et de la Colonisation, 1951), p. 179.
[26] Aidan W. Southall, Alur Society: A Study in Processes and Types of Domination (Cambridge: W. Heffer & Sons Limited, 1953), 5–6; cf. J.M. th Meesen, "Monographie de L'Ituri: Histoire, géographie, économie" (Publication de la Direction de L'Agriculture, Des Forêts, de L'Élevage et de la Colonisation, 1951), p. 183.
[27] David Northrup, Beyond the Bend in the River: African Labor in Eastern Zaire, 1865–1940, Africa Series no. 52 (Athens: Ohio University, 1988), p. 21.
[28] Province Orientale, Planning Ministry, "Plan de retour pour la relance économique et le développement humain durable province Orientale," Kisangani, January 2011, p. 20.

Table 48: First recourse of households in Orientale province in the case of illness (percentage)[29]

	Consult a health center	Self-medication	Church and prayer	Traditional medicine	No recourse
Bas Uélé	59.6	22.1	3.0	14.0	1.3
Haut Uélé	74.9	19.1	3.9	1.9	0.3
Ituri	59.3	35.3	2.4	2.9	0.1
Tshopo	75.0	10.1	5.6	8.9	0.4
Kisangani	45.2	47.9	2.5	2.7	0.8
Average	62.8	26.9	3.5	6	0.6

Another problem common to the people of Orientale is the education system. Education in Orientale consists of public and private schools (Table 49). The quality of education suffers, however, due to a lack of funding, poor school infrastructure, a lack of instructional materials such as books, and varying levels of professional instruction. Many children abandon school due to pregnancy, illness, or an inability to pay school fees. In addition, some children must work to help support their family, particularly if one or both parents are deceased (Table 50). The high dropout rate is evident in statistics for students; of those who attend primary school, less than one-quarter go on to secondary school (Table 51).

Table 49: Public and private schools in Orientale province, 2010[30]

	Nursery schools			Primary shools			Secondary schools			Total		
	Publ.	Priv.	Tot.	Publ.	Priv.	Tot.	Publ.	Priv.	Tot.	Publ.	Priv.	Tot.
Bas Uélé	7	13	20	430	4	434	168	6	174	**605**	**23**	**628**
Haut Uélé	3	19	22	658	7	665	188	5	193	**849**	**31**	**880**
Ituri	4	53	57	1,430	29	1,459	445	13	458	**1,879**	**95**	**1,974**
Tshopo[31]	32	72	104	1,133	75	1,208	592	54	646	**1,757**	**201**	**1,958**
Total	45.2	157	203	3,651	115	3,766	1,393	78	1,471	**5,090**	**350**	**5,440**

[29]Province Orientale, Planning Ministry, "Plan de retour pour la relance économique et le développement humain durable province Orientale," Kisangani, January 2011, p. 19.
[30]Province Orientale, Education Ministry, "Rapport annuel d'activities, année 2010," March 2011, p. 5.
[31]Including Kisangani.

Table 50: Reasons for children abandoning school in Orientale province, 2009 (percentage)[32]

	Pregnancy	Illness	School fees	Other (parents deceased, distance to school, etc.)
Bas Uélé	32.3	12.3	24.6	30.8
Haut Uélé	24.6	8.2	37.7	29.5
Ituri	27.3	9.6	33.2	29.9
Tshopo	21.1	9.9	57.7	11.3
Kisangani	11.4	6.7	71.4	10.5
Average	**23.3**	**9.3**	**44.9**	**22.4**

Table 51: Students and teachers in nursery (N), primary (P), and secondary (S) schools in Orientale province, 2010[33]

	Students				Teachers			
	N	P	S	Total	N	P	S	Total
Bas Uélé	1,215	104,920	15,315	**121,450**	59	3,759	1,763	**5,581**
Haut Uélé	1,453	202,759	31,391	**235,603**	55	4,853	1,804	**6,712**
Ituri	4,682	463,634	93,217	**561,533**	155	10,989	4,611	**15,755**
Tshopo[34]	3,646	303,197	92,556	**399,399**	173	9,832	5,153	**15,158**
Subtotal	10,996	1,074,510	232,479		442	29,433	13,331	
Total	**1,317,985**				**43,206**			

A third social problem is discrimination against women. This takes several forms. First, women generally have less access to health care, education, and formal employment than do men. Although there are few statistics on this topic, women in Orientale are also understood to have their human rights violated more than men, and to suffer sexual violence at much higher rates than men.[35] Women are also understood to have less chance to obtain justice for human rights violations and less power than men within the household and the community.

Cultural practices can reinforce the problems facing women. For example, men must pay a dowry (dot) to a woman's family in order to marry, but as this system can sometimes require a man to pay several thousand dollars (or the equivalent in cows and goats), it has an effect of discouraging marriage. This is particularly the case with educated women; a family will demand a much higher dowry

[32]Province Orientale, Planning Ministry, "Plan de retour pour la relance économique et le développement humain durable province Orientale," Kisangani, January 2011, p. 21.
[33]Province Orientale, Education Ministry, "Rapport annuel d'activities, année 2010," March 2011, p. 6.
[34]Including Kisangani.
[35]Cf. République Démocratique du Congo, Province Orientale, "Document de stratégie de réduction de la pauvreté," Draft 2, August 2005, pp. 34–35.

for a woman who has completed secondary school or university. For example, female students at the University of Kisangani are called "widows" (veuves), and the women's dormitory at the university is called the veuverie, or widow's home. This is the case because it is difficult for these educated women to find suitors with sufficient funds to meet their families' bride price.

Governance

Administratively, Orientale has one city (Kisangani), four districts, 24 territories, and 83 health zones. The capital of the province is Kisangani; territorial capitals are Buta (Bas Uélé), Isiro (Haut Uélé), Bunia (Ituri), and Kisangani (Tshopo). For the 2006 elections, Orientale had 3,257,291 voters,[36] or roughly 40 percent of the entire province population. Sixty-four percent (2,069,325) of the registered voters voted in the October 2006 presidential election: 80 percent voted for Joseph Kabila and 20 percent voted for Jean-Pierre Bemba.[37] Orientale's voters also elected 88 deputies to the provincial assembly[38] and chose 63 deputies for the national assembly.

In 2006, President Kabila's People's Party for Reconstruction and Development (Parti du peuple pour la reconstruction et la démocratie, or PPRD) was popular in Orientale, but popular opinion has since shifted. One reason for the decline in the popularity of Kabila and PPRD is Orientale's governor, Médard Autsai Asenga. Governor Autsai Asenga was an official in Mobutu's government in Orientale, but like many former Mobutists, he allied with the late Laurent Kabila in the 1990s and was a founding member of PPRD in 2002. In 2004, President Kabila appointed him to be vice-governor of Orientale in charge of economy and finances.[39]

The unpopularity of the governor and President Kabila is particularly noticeable and worrisome in the Ituri district. In 2007, there was a palpable hope for a future that would include democracy and good governance, but this hope is virtually gone. The transitional government was supposed to make Ituri a province and allow local elections, but as of April 2011 neither has happened, and neither is likely to happen any time soon. President Kabila has appointed PPRD politicians to run Ituri district and Orientale province, building out the party's influence through power rather than popular election, creating resentment among some of the population.

There was an expectation in Ituri that when it became a province there would be greater accountability of its leaders and less leakage of Ituri's wealth to Kisangani and Kinshasa. Ituri's independence was supposed to take place in 2009, but the government in Kinshasa delayed the decentralization process. Then, in December 2010, Kabila successfully got the national parliament to change the constitution and erase the commitment to making Ituri (and other districts) a province. While some people talk of an "October surprise" scenario whereby Kabila may declare Ituri its own province in order to win votes in the November 2011 elections, others think the dream of independence is gone, and with it the hope of responsible political leadership in Ituri.

[36]Electoral Institute for the Sustainability of Democracy in Africa, "EISA Election Observer Mission Report: Democratic Republic of the Congo Presidential, Parliamentary and Provincial Elections," Johannesburg, 2007, p. 19.
[37]Electoral Institute for the Sustainability of Democracy in Africa, "EISA Election Observer Mission Report: Democratic Republic of the Congo Presidential, Parliamentary and Provincial Elections," Johannesburg, 2007, p. 102.
[38]There are 96 deputies in Orientale's provincial assembly; eight seats are "co-opted," or assigned for a constituency that did not meet the minimum population requirements. Electoral Institute for the Sustainability of Democracy in Africa, "EISA Election Observer Mission Report: Democratic Republic of the Congo Presidential, Parliamentary and Provincial Elections," Johannesburg, 2007, pp. 19, 107–108.
[39]Jean Omasomo and Erik Kennes, République démocratique du Congo: Biographies des acteurs de la transition (juin 2003–juin 2006) (Kinshasa: CEP; Tervuren: Musée Royal de L'Afrique Centrale; Lubumbashi: CERDAC: 2006), p. 13.

The local elections that were supposed to take place in 2007 have been postponed until at least 2013. Until 2008, three commissioners ran the interim Ituri government; all three were Iturian (one Hema, one Lendu, one Bira). After that point, with local elections delayed, President Kabila appointed Freddy Bosomba Ileo (who hails from Kisangani) to be district commissioner. A major failing of these political appointees is that neither Bosomba Ileo nor Autsai Asenga has taken any action to resolve Ituri's serious land disputes. In addition to being focused on commercial activities, both politicians are busy in 2011 campaigning for Kabila's reelection.

Two incidents in 2011 highlight the robustness of PPRD's campaign plan in Ituri. The first took place in February 2011 in Aru town, when a group of youths attacked the office of the Union for the Congolese Nation (UNC), which is one of the main opposition parties for the 2011 elections. In December 2010, UNC had entered into an alliance with the Patriotic Union of Congo (UPC), which is the party founded by Thomas Lubanga, who is on trial at the International Criminal Court (ICC). PPRD denied that it had any role in the attack, and the Aru territory commissioner stated the attack was spontaneous and in response to a massacre carried out in 2002 by the UPC in Aru. After this incident, the territorial commissioner said it was clear UNC was not wanted in Aru territory. The violent nature of the incident and its display of intolerance of an opposition party are troubling signs for the election campaign ahead.[40] As a result of "problems" in Aru and Mahagi territories in regard to UNC activities, the Ituri district government is now requiring all political parties to seek its approval before holding any events during this election season.

Another incident took place in March 2011 in Bunia, when District Commissioner Freddy Bosomba Ileo suspended the chief of Bunia city, Dudanga Kavarios, for three months—without pay—after the chief made an "unauthorized" trip to Kinshasa.[41] Kavarios reportedly traveled to Kinshasa to seek medical attention, but it was rumored he was there to meet with opposition political parties. The chief reportedly informed some district officials about his trip, but because he failed to personally seek authorization from "the hierarchy," his action was perceived as a transgression, and he was promptly sanctioned. On April 19, 2011, Bosomba reinstated Kavarios, but the message has been sent: failure to display party loyalty and obedience will result in swift disciplinary action.

The STAREC/ISSSS process[42] is making small steps toward restoring state authority and governance in Orientale. As of March 2011, ISSSS had spent $25.8 million in Ituri.[43] As part of this funding, the U.S. State Department is spending $2.93 million on projects implemented by the International Organization for Migration (IOM) to enlarge a police training center in Bunia, to construct or rehabilitate police structures in Ituri, to provide equipment to the police, and to train police about sexual violence.[44] See the Security Sector Reform and Impunity sector report for more information.

[40]Cf. Matembele, "Aru: le PPRD s'érige en parti-Etat," Journal le Millénaire (Congo), February 23, 2011, http://www.lemillenaireinfoplus.com/rubrique,aru-le-pprd-s-erige-en-parti,1266827.html, site accessed April 5, 2011.
[41]Radio Okapi, "Bunia: Le commissaire de district suspend le chef de cité," March 29, 2011.
[42]STAREC stands for Stabilization and Reconstruction Plan for War-Affected Areas and is the Congolese government's plan for establishing security and supporting social, economic, and political development. ISSSS stands for International Security and Stabilization Support Strategy and is the plan by the United Nations and key partners to support STAREC, with a focus on five key areas: improving security; supporting political dialogue; strengthening the state; facilitating return, reintegration, and recovery; and combating sexual violence.
[43]International Security and Stabilization Support Strategy, "Quarterly Report, January to March 2011," p. 17.
[44]International Security and Stabilization Support Strategy, "Quarterly Report, January to March 2011," p. 19.

Economy

The economy of Orientale is based largely on agricultural production (Table 52). The second-largest contributor to the gross provincial product (GPP) is commerce, with other activities—including mining—trailing far behind. Yet concealed in these statistics is the importance of the primary and tertiary sectors for the livelihoods and survival of the vast majority of Orientale's population.

As discussed below, agriculture is the most important livelihood in Orientale, followed by mining and commerce. These livelihoods often straddle a divide between the formal (i.e., regulated) and informal (i.e., unregulated) economies. As shown in Table 53, approximately 58 percent of households in Orientale work in the informal economy. The size of the informal economy presents a challenge for government efforts to formalize and regulate, and also provides an opportunity for government officials to maintain networks of exploitation and corruption.

Table 52: Percentage contribution of economic activities to gross provincial product (GPP), Orientale province, 2008[45]

Primary sector (69.8)	Agriculture (68.1)	Farming	61.5
		Fishing	4.0
		Animal husbandry	2.6
	Forestry		1.3
	Mining		0.4
Secondary sector (6)	Industry		4.7
	Electricity		0.1
	Portable water		0.2
	Construction		1.0
Tertiary sector (23.8)	Commerce		22.7
	Noncommercial activity		1.1
Import taxes (0.5)			0.5
Total[46]			**100.1**

Table 53: Percentage of formal and informal employment in Orientale province (est. 2009)[47]

	Private, formal	Private, informal	Public, formal
Bas Uélé[48]	25.4	47.9	26.8
Haut Uélé	12.2	60.3	27.5
Ituri	19.4	60.6	20.0
Tshopo	21.0	54.8	24.2
Kisangani	17.3	62.4	20.3
Average	**19.0**	**57.2**	**23.8**

[45]Province Orientale, Planning Ministry, "Plan de retour pour la relance économique et le développement humain durable province Orientale," Kisangani, January 2011, p. 38.
[46]The total of 100.1 percent is an error found in the original document.
[47]Province Orientale, Planning Ministry, "Plan de retour pour la relance économique et le développement humain durable province Orientale," Kisangani, January 2011, p. 17.
[48]The total of 100.1 percent for Bas Uélé is a statistical error in the original document.

Agriculture. Agriculture (including farming, animal husbandry, and fishing) is the main economic activity for 84 percent of the population in Orientale.[49] For farming, the main products vary by region, but overall are cassava, maize, beans, plantains, groundnuts, and rice. In the past, there was industrial production of palm, coffee, and cocoa, but the economic decline of the Mobutu era and the subsequent wars have virtually eliminated any large-scale agricultural production. Livestock such as cattle, goats, and chickens are common in Ituri, but in the forested areas of Orientale (75 percent of the province), goats and chickens are the main animals raised for food.[50] Orientale's major fishing industry is on Lake Albert, where thousands of fishermen ply the waters in small boats. Since the end of the war in Ituri, fishing has become a popular livelihood, but as a result of the large increase in fishermen and fishing in the breeding grounds at the southern end of the lake, per-boat yields are reportedly in decline.[51] The other major sources are the Congo and other rivers, and fish farms.

Mining. Mining is an important livelihood in Orientale, providing jobs for hundreds of thousands of artisanal miners, plus hundreds of thousands more people who transport, process, and trade the gold, diamonds, and other minerals that come out of Orientale's rocks and soils. While mining is currently dominated by artisanal and small-scale production, numerous international mining companies are poised to restart industrial production. The resumption of industrial mining and the formalization of the mining sector may provide both symbolic and tangible benefits to local communities and the region, but if improperly managed, they could create conflict and perpetuate the legacies of exploitation and underdevelopment in Orientale province.

The Ituri district is the most important mining region within Orientale. According to the Ituri bureau of the provincial mines ministry, in 2009 there were approximately 123,000 artisanal miners in the Ituri district working at approximately 235 sites (Table 54). The vast majority of these miners are in the Kilo belt, in western Djugu territory. In 2010, there were 14 semi-industrial mining operations either planned or under way in the Ituri district; many of the active sites involve "dragues" (alluvial mining with waterborne barges that suck up the river bottom).[52]

Table 54: Estimation of artisanal miners, mining sites, and gold traders in the Ituri district, 2009[53]

Territory	Artisanal miners	Mining sites	Gold traders (négociants)
Mambasa	10,000	45	90
Irumu	6,000	30	60
Djugu	100,000	150	80
Mahagi	4,000	7	10
Aru	3,000	3	50
Total	**123,000**	**235**	**290**

[49]Steven Spittaels (ed.), The Complexity of Resource Governance in a Context of State Fragility: An Analysis of the Mining Sector in the Kivu Hinterlands, Antwerp: IPIS, November 2010, p. 43.
[50]Tshopo is the main area where pigs are produced.
[51]In Tchomia alone, the number of fishermen has reportedly increased from 1,000 before the war to 5,000 today (as of March 2011).
[52]Dan Fahey, "The Informal Trade in Ituri's Gold," in Jeroen Cuvelier, ed., The Complexity of Resource Governance in a Context of State Fragility: The Case of Eastern DRC (IPIS and International Alert, 2010) pp. 14-16.
[53]Province Orientale, Bureau minier isole de district de l'Ituri, "Rapport annuel, exercise 2009," January 15, 2010, pp. 6–7.

There are also several companies planning industrial-scale operations in Orientale. In Ituri, Kilo Goldmines Ltd., a Canadian mining company, is currently exploring for gold in Mambasa territory (Ituri district), although information on the company's website suggests it also has rights to explore for diamonds and gold in Irumu territory (Ituri).[54] Mwana Africa PLC, a South African mining company, is exploring for gold in Mahagi territory (Ituri) within OKIMO's former Concession 39.[55] Ashanti Goldfields Kilo (AGK), a joint venture between South African mining company AngloGold Ashanti (86.22 percent stake) and OKIMO (13.78 percent stake),[56] is planning to dig a large pit mine near Mongbwalu (Djugu territory, Ituri) in OKIMO's former Concession 40, starting in late 2011. In the initial pit-mining project site, AGK estimates there are 2.93 million ounces of gold.[57]

In Haut Uélé district, the Kibali Gold project (formerly known as the Moto Gold project) in Watsa territory (Haut Uélé district) is a joint venture between foreign companies AngloGold Ashanti and Randgold Resources (90 percent combined stake), and OKIMO (10 percent stake).[58] This project, which will displace 6,000 people and the Catholic parish, will consist of a large pit mine and underground mining. At the initial project sites, Kibali expects to obtain 5.5 million ounces of gold.[59] In Bas Uélé district, Shamika Resources has rights to mine in Poko territory, where there are gold, diamond, iron, and manganese deposits.[60]

Commerce. Commercial activity in Orientale centers on imports and distribution of those imports. Uganda is a major source of consumer products for the population of Orientale, with the main entry points being at Mahagi and Aru-Ariwara in the Ituri district, and Kasenyi in North Kivu province. Everything from gasoline to soap to toilet paper (from China) to bottled water comes into Orientale from outside. The commercial ties between Uganda and Orientale are strongest in the Ituri and Haut Uélé districts, which are closest to Uganda, but products from Uganda are also common in the markets of Kisangani. Kisangani also has commercial ties to Kinshasa, via the Congo River. The northern districts of Bas and Haut Uélé also have commercial ties to the Central African Republic and Sudan, respectively. The commercial sector includes many large traders, who import and distribute goods, plus tens of thousands of small businesswomen and -men, who have small stalls or sell goods on market days in Orientale's towns and villages.

One interesting aspect of the economy in the Ituri district is the use of Ugandan shillings as a main currency in the Aru and Mahagi territory next to the Ugandan border, and in the northern Djugu territory, south of Mahagi. In these areas, the main currencies are the U.S. dollar and the Ugandan shilling, whereas in the rest of Orientale the U.S. dollar and Congolese franc predominate. The use of the shilling in northern Ituri continues, despite an order from Orientale's Governor Autsai Asenga prohibiting its use.[61]

[54]See Kilo Gold, http://www.kilogold.net/properties/, site accessed August 5, 2010.
[55]Mwana Africa PLC, "Updated gold resource estimate at Zani-Kodo," July 28, 2010, http://www.mwanaafrica.com/ir/press/2010/press_28jul10.asp, site accessed August 5, 2010.
[56]AngloGold Ashanti, "AngloGold Ashanti enters definitive joint venture agreement with OKIMO regarding the AGK Project in the Democratic Republic of Congo," March 26, 2010, http://www.anglogold.com/Additional/Press/2010/JV+agreement+with+Okimo.htm, site accessed August 5, 2010.
[57]AngloGold Ashanti, "Quarterly Report," December 2007, p. 14. This equates to $3.99 billion, based on the April 19, 2011, gold price of $1,494.38/ounce.
[58]Reuters, "AngloGold/Randgold up Moto stake," November 2, 2009, http://www.miningmx.com/news/gold_and_silver/anglogold-randgold-up-moto-stake.htm, site accessed August 5, 2010.
[59]Cube Consulting, "Technical Report (NI43-101), Kibali Gold Project in the Democratic Republic of the Congo, Randgold Resources Ltd.," November 27, 2009, p. 31. This equates to $8.2 billion, based on the April 19, 2011, gold price of $1,494.38/ounce.
[60]Shamika Resources, http://www.shamikaresources.com/property_3_poko.cfm, site accessed April 19, 2011.
[61]"Province Orientale: Médard Autsai interdit la circulation du shilling ougandais," February 3, 2010, http://radiookapi.net/sans-categorie/2010/02/03/province-orientale-medard-autsai-interdit-la-circulation-du-shilling-ougandais/, accessed April 19, 2011.

Tourism. In addition to the national parks, discussed above, there are other sites of touristic interest in Orientale with the potential to generate income. These sites include Mount Hoyo, the Congo River, the Chutes of Wagenia, and Lake Albert. There are beautiful landscapes, talented artists and craftspeople, and numerous cultural events. Despite an apparent abundance of touristic opportunities, there are many obstacles to development of this industry. In some areas, such as around Garamba National Park, there is persistent insecurity. Throughout Orientale there is also the problem of corruption, in which various government agencies and authorities will fabricate taxes for taking photos, passing through checkpoints, and other reasons. In addition, Congolese government policy changes have made it difficult and expensive to obtain a visa, especially compared to the more tourist-friendly countries to the east of DRC. Lastly, the lack of infrastructure—roads, hotels, restaurants, good health care—discourages the kind of tourists who will pump large amounts of money into the local economy during a visit to Orientale province. There may come a time when Orientale (and DRC) becomes the next must-see tourist destination, but this day is sadly still years away.

Security

When considering the security situation in Orientale ten years ago—in 2001—it is clear that conditions have vastly improved. Most of the province, including the embattled city of Kisangani and the once-hellish Ituri district, is in a fragile postconflict phase. Yet several major problems persist, and the potential for a resumption of conflict remains strong.

LRA. A major security problem currently exists in Bas and Haut Uélé districts, where the Lord's Resistance Army (LRA) is operating.[62a] In December 2008, the Ugandan army (UPDF) attacked LRA camps in and around Garamba National Park in Haut Uélé. The UPDF had received substantial material, financial, and intelligence support from the United States government for this attack. The raid, known as Operation Lightning Thunder, succeeded in killing many LRA, but was generally considered a failure. Scores of LRA escaped, including the LRA's leader, Joseph Kony. In retaliation for the raid, in late 2008 and early 2009 the LRA killed hundreds of people and displaced tens of thousands more. Inside sources place the blame for the failed attack on incompetence and even cowardice among the Ugandan soldiers involved in the attack,[62b] although many speculate that someone within the Ugandan army or government tipped off the LRA about the attack. Regardless of why the mission failed, the end result is that for the last two and a half years the people in the northern parts of Bas and Haut Uélé have lived in fear, with hundreds of people killed, raped, or kidnapped, and hundreds of thousands displaced.

After the failed attack in December 2008, the Ugandan army left three tracking teams in DRC to hunt for the LRA; however, the UPDF added additional troops and teams during 2009. As of late March 2011, there were four known LRA groups operating in Orientale,[63] totaling about seventy fighters, forty of whom are of Acholi (Ugandan) origin. Other LRA elements are in Sudan and the Central African Republic. The UPDF continues to carry out operations in Orientale, but there has been growing tension between the FARDC and UPDF. The FARDC sector commander (Colonel

[62a]Interview with U.S. military officer involved in the planning and execution of the operation, March 2010.
[62b]This section is based on interviews during 2010 and 2011 with senior MONUSCO officials, U.S. military officials, and key informants in Dungu, Ango, Bunia, and Goma. Documents used in support of this analysis include MONUSCO, "JIOC Dungu - Weekly Assessment," March 25, 2011; MONUSCO, "JIOC Dungu Assessment 05-11 Feb 2011," February 11, 2011; and MONUSCO, "JIOC Dung Assessment - 29 Jan - 04 Feb 2011," February 4, 2011
[63]These are the Santos, Ongwen, Opuk/Smart, and Ladere/Okullu/Acaya Daktar groups. A fifth group—the Binani group—may be in Garamba National Park.

Bruno) recently (early 2011) claimed as few as twelve LRA members still exist, leading to speculation that such a weak estimate is being used as justification to get the UPDF to leave Congolese soil.[64] While FARDC soldiers are regularly killed during encounters with the LRA, they have also proven to be a largely incompetent force, unable or unwilling to protect the civilian population. The UPDF is considered the only force on the ground capable of destroying the LRA, but it has also reportedly killed many local people (especially hunters) in cases of mistaken identity, straining relations with local populations and FARDC.

Despite substantial gains in the fight against the LRA during 2009–10,[65] the situation in early 2011 remains alarming. During January-March 2011, the LRA attacked civilians in Orientale eighty-six times.[66] The attacks in early 2011 caused 33,000 additional displacements, bringing the total displaced population to 327,000 (76 percent in Haut Uélé, and 24 percent in Bas Uélé).[67] In May 2011, FARDC deployed a new, U.S.-trained light infantry unit to Dungu, in a sign the FARDC may step up its efforts to track down the LRA.[68a]

The United States government remains involved in the fight against the LRA. A small, unmarked U.S. plane with infrared technology routinely patrols the skies over Haut Uélé district from its base in Entebbe, Uganda.[68b] There is reportedly little evidence of the success of this intelligence activity, but it continues nonetheless.[68c] The U.S. government also continues to provide training and intelligence support to the UPDF.

Mbororo. The Mbororo are nomadic pastoralists who have crossed into northern Orientale from the Central African Republic (CAR). Since 2002, when the rebel group controlling Bas and Haut Uélé districts allowed the Mbororo to enter and graze their cattle,[69] the Mbororo have become accustomed to this passage, and some have settled in Orientale. A 2008 census placed their number at 6,000,[70] and they are concentrated in Ango, Poko, and western Dungu territories. The Mbororo's cattle have damaged or destroyed local farms and water resources, causing conflict between autochthons and the pastoralists. The Mbororo are armed with guns and have used these guns on the local population.

In 2009, the provincial government grouped the Mbororo at four sites in Ango and Poko territories, but before something could be done, one of the LRA groups dislodged by the botched Operation Lightning Thunder arrived in the area, and the Mbororo fled.[71]

In early 2011, there is growing concern about the Mbororo acting as an independent force, or in alliance with the LRA. Sometime in late 2010, FARDC sector commander Colonel Bruno tasked troops to drive the Mbororo out of DRC, which has led to several clashes. Congolese soldiers have also reportedly been treating the Mbororo harshly and stealing their cattle. On February 1, 2011, a

[64]This and other information about the LRA is from various MONUSCO reports and analyses obtained by the research team.
[65]The Ugandan army claims to have captured or killed 480 LRA during this period, but there is speculation these numbers may be inaccurate or exaggerated.
[66]These attacks caused 43 deaths, 33 injuries, and included the abduction of 125 people, including 50 children.
[67]OCHA, "LRA Regional Update: DRC, CAR, and South Sudan, January–March 2011," April 2011.
[68a]Cf. Senior Master Sergent Laura Dermarderosiansmith, "U.S. Ambassador to DRC Visits AFRICOM," May 11, 2011, http://www.africom.mil/getArticle.asp?art=6608, site accessed May 11, 2011.
[68b]Based on ECI observations in Dungu, March 2011, plus interviews March-May 2011 with MONUSCO officials and key informants in Dungu, Bunia, and Goma.
[68c]Interview with senior MONUSCO official, Goma, April 2011.
[69]This was the Mouvement pour le libération du Congo (MLC), headed by Jean-Pierre Bemba.
[70]Five thousand are originally from Chad, and 1,000 are originally from CAR or Sudan. Steven Spittaels and Filip Hilgert, "Mapping Conflict Motives: Province Orientale (DRC)," Antwerp: IPIS and Fatal Transactions, March 17, 2010, p. 18.
[71]Steven Spittaels and Filip Hilgert, "Mapping Conflict Motives: Province Orientale (DRC)," Antwerp: IPIS and Fatal Transactions, March 17, 2010, pp. 18–19.

group of 20 Mbororo attacked the village of Gbaba (Haut Uélé), killing a local leader and wounding two people. This attack was initially attributed to the LRA, but it later emerged that it had been a revenge attack by the Mbororo for the sale of cattle stolen by the FARDC to villagers in Gbaba.

Of greater concern is an attack in late February on the village of Bamangana (eastern Bas Uélé), in which the LRA and Mbororo cooperated. Some Mbororo have reportedly been trading with at least one LRA group during the last 18 months, but they had not conducted a joint military operation until the attack on Bamangana, which had housed a FARDC outpost. The attack, at 4:30 a.m. on February 24, was audacious and sophisticated: a joint assault by 55 fighters against a military target. The LRA-Mbororo force killed six FARDC soldiers and the local chief of intelligence (ANR), wounded 14 people, and stole guns, ammunition, and food. They also pillaged and burned the FARDC post.

As a result of the Bamangana attack, there is some concern about an LRA-Mbororo alliance. The LRA are not known to enter into alliances, but they are reportedly increasingly desperate. On the other hand, the Mbororo are decentralized in various clans, so this one attack may be an isolated incident of two forces uniting against the FARDC, or even against specific FARDC units, and not representative of a wider alliance. The FARDC may use this attack as justification for further action against the Mbororo, which could inflame the situation. The Mbororo are reportedly fighting against the theft of their cattle and to preserve their way of life in Orientale, without broader political motivations.

FRPI/FPJC. The war in Ituri ended in 2007, but some rebels from the Front de resistance patriotique de I'lturi (FRPI) refused to come in from the bush. The FRPI officially formed in November 2002 as part of the then-escalating war in Ituri. The FRPI were mainly made up of Ngiti people—Lendu living in southern Irumu territory. Informal Ngiti militias had carried out the notorious September 2002 massacre at Nyankunde (Irumu territory), which was in retaliation for a massacre a week earlier of Lendu villagers in nearby Songolo by the Hema-led armed group UPC (Union des patriotes congolais).

The FRPI allied with another predominantly Lendu group from Djugu territory, called FNI (Front nationaliste integrationniste). Starting in mid-2003, the United Nations mission in DRC (MONUC) deployed an Ituri brigade, which engaged FRPI and the other groups in dialogue, but did little to change conditions on the ground, which were dire and characterized by massacres and sexual violence. The persistence of violence during 2003–04 in Ituri and the Kivus made it clear a more robust approach was needed. In 2005, MONUC (with some help from newly deployed Congolese army units) started to vigorously attack Ituri's rebel groups, displacing them from key goldfields and commercial centers. Ituri's armed groups fragmented and weakened, and former enemies even banded together to fight against the United Nations and resist state control. At the same time, the United Nations negotiated with militia leaders and organized disarmament, demobilization, and reintegration programs for combatants. MONUC also facilitated the arrests of several key leaders and helped to secure their indictments at the ICC, which sent a signal that at least a few of the sponsors of war in Ituri could not expect impunity.

On October 16, 2007, the Congolese government transferred a former FRPI leader named Germain Katanga[72] to the ICC, where prosecutors wanted to try him for coordinating a 2003 massacre in a village called Bogoro (Irumu territory). Just days later, FRPI's leader, Cobra Matata, formally joined the Congolese army as a colonel, and boarded a plane from Bunia to Kinshasa. However, he left behind some midlevel FRPI officers, who had been unhappy with the peace terms; some reportedly did not receive the plum assignments and positions in the Congolese army they had hoped for. These rebels remained in southern Irumu territory, where they occasionally battled FARDC. FRPI also reportedly retained ties to Uganda.[73] As of April 2011, there are an estimated 200 to 250 FRPI combatants in southern Irumu.[74]

Around September 2008, a new Congolese rebel group—the Front populaire pour le justice au Congo (FPJC)—formed in Uganda. FPJC is reportedly working with FRPI remnants in southern Irumu. Although the connection between the two groups is tenuous, FPJC may be parasitically attaching its name to FRPI's operations in order to gain legitimacy.[75] The FPJC leadership reportedly uses Kampala as a rear base for political activity and fund-raising.[76] As of April 2011, there are an estimated 80 to 120 FPJC combatants in southern Irumu.[77]

Ituri. Aside from the FRPI/FPJC, the Ituri district is largely in a postconflict phase. There are still concerns, however, that latent animosities and unresolved land disputes could lead to a resumption of conflict in Ituri, particularly during this election season. The latent animosities mainly concern Hema and Lendu leaders in Ituri, but as these leaders have shown in the past, they can easily and quickly manipulate and mobilize people, with deadly results.

Between 1999 and 2004, the divide between Hema and Lendu people deepened and hardened, and both Hema- and Lendu-led armed groups carried out massacres, sexual violence, and ethnic cleansing. Other ethnic groups in Ituri became embroiled in the conflict between Hema and Lendu communities, and while the major armed groups that emerged in 2002 were predominantly either Hema or Lendu, many other ethnic groups were represented in rebel ranks. As the massacres mounted, intolerance of "the other" intensified, particularly in rural areas. Rather than acting as peacemakers, Congolese officials in RCD-ML and later in the transition government, as well as the Ugandan government, provided weapons and other support to armed groups carrying out ethnically motivated attacks.

As MONUC increased its presence in Ituri during 2003–05, there was slow movement toward reconciliation or, perhaps more aptly, tolerance. Cohabitation and interaction between groups started first in the urban areas of Ituri, where MONUC established bases and where Congolese police, soldiers, and other authorities reemerged. As MONUC's operations cleared territory of rebel control, life in many parts of Ituri started to return to normalcy, and local populations and demobilized rebels alike quickly turned their focus to coping with their poverty.

[72]Katanga had been arrested March 11, 2005, the same day as Thomas Lubanga, and Lendu/Ngiti leaders Floribert Ndjabu, Goda Sukpa, and Pitshou Iribi.
[73]Steven Spittaels and Filip Hilgert, "Mapping Conflict Motives: Province Orientale (DRC)," Antwerp: IPIS and Fatal Transactions, March 17, 2010, p. 22.
[74]MONUSCO briefing, Goma, April 28, 2011.
[75]The head of FPJC is Sharif Manda, a Hema who had previously been in the Aru area of Uganda and has ties to FARDC General Bosco Ntganda. Interviews with MONUC officials in Bunia, June 2009.
[76]UN Security Council, "Final Report of the Group of Experts on the Democratic Republic of the Congo," S/2008/773, December 10, 2008, § 121–125.
[77]MONUSCO briefing, Goma, April 28, 2011.Solidarités International, "RRMP HUBU—Diagnostic multisectoriel profondi, 'MSA Light', Ango," March 29–April 5, 2010; ECI research in March 2011.

Between 2005–07, the disarmament, demobilization, and reintegration (DDR) of Ituri's armed groups produced an easing of Hema-Lendu tensions. Many ex-combatants from UPC, FNI, and other groups started to mine gold in the Mongbwalu area, fish in Lake Albert, drive moto-taxis, engage in agro-pastoral work on Ituri's fertile soil, and sing and dance to the same music by Koffi Olomide, Fally Ipupa, and other Congolese stars. Former enemies started to work and live together, bound by the need to survive; such collaboration between ex-combatants continues today and is a sign of hope for Ituri's future.

The three DDR programs between 2005–07 also helped to resuscitate community-based groups in Ituri. During the war years, many local organizations scaled back their activities or ceased to operate as international funding disappeared and insecurity persisted. The DDR programs were not without problems, but they provided sorely needed funding to local groups to facilitate rehabilitation of roads, provide farming "kits," and engage in other socioeconomic activities. A resurgent civil society in Ituri also facilitated greater dialogue between and among communities, and created networks to promote cooperation and reconciliation such as the Local Initiative for Peace (ILP) and Women's Pacifist Network (NPM).

The progress in terms of reconciliation, tolerance, and cooperation are tangible and evident, yet problems persist. Distrust and stereotypes remain, and some leaders of both the Hema and Lendu communities continue to promote the belief that their side did no wrong, and that they were victims of the "genocidal" plans of "the other." Reconciliation has not been sufficiently strong to enable moderates in Ituri to challenge the narrative of extremist leaders, and there is a lack of honest discussion about what happened during the war. This silencing effect is evident among academics, religious institutions, and local officials. It is clear that the majority of Ituri's population wants peace, but part of the population's strategy to cope with the pain of the war is to limit honest discussion about what happened and the fact that both sides committed atrocities. The failure to create a political space for dialogue and debate about the war is one of the shortcomings of the transition to date.

The consolidation of peace is also limited by unresolved land conflicts in Ituri. There are many disputes over concessions, administrative boundaries, and individual parcels; some disputes predate the war, some were created during the war, and some are related to the return of displaced populations. Of particular concern are land disputes in southern Irumu and northern Djugu territories, where Lendu populations refuse to leave Hema concessions they occupied during the war, and where returnees of many different ethnicities have encountered problems reclaiming their land. Given the peace that has existed in Ituri since 2007, the Kabila appointees running the provincial and district governments bear great responsibility for failing to resolve these disputes. The United Nations brought peace to Ituri, but the peace remains fragile, and there is concern locally that the negligence of the Kabila loyalists may enable local disputes to escalate and be manipulated—particularly during this election year—leading to a resumption of conflict.

Following are profiles of 15 CBOs and two towns in Orientale province. This is not intended to be a complete inventory of all CBOs in Orientale. There are competent CBOs not included in this report due to a variety of extenuating circumstances. This report is meant to be a tool to further explore how the international community can better partner with local organizations.

ACIAR—Help for Intercultural Communication and Rural Self-Help

Location: Bunia, Ituri district, Orientale province

Contact: Eric Mongo, +243.985.428.97, +243.813.051.627, aciarongd@yahoo.fr

Legal status: ACIAR is registered as an NGO with the national government.

History: ACIAR (Appui à la communication interculturelle et au autopromotion rurale) was formed in 1994 and became formally registered as an NGO in 1998. From the start, ACIAR worked on community development, community relations, and organizational development. Its first projects were in Ituri's Mambasa territory, but conflict forced it to move to Bunia town. It has helped many local NGOs to form, including Women's Forum of Ituri (FOMI) and FLEVICA (both featured in this report). In recent years, it has been involved in several projects for ex-combatants in Ituri, including child soldiers. ACIAR has worked with many international donors, including UNDP, the International Criminal Court's Trust Fund for Victims, CORDAID, and ICCO.

Mission: Help the communities of Ituri to live together

Objectives:

- Promote intercultural communication
- Promote the self-improvement of rural populations

Sectors of intervention: Microfinance; agricultural development; socioeconomic support for former soldiers; support for small business; support for at-risk youths; organizational development

Areas of operation: Ituri, but with a focus on Djugu and Mahagi territories. ACIAR's main office is in Bunia, and it has project offices in Mahagi and Kpandroma.

Populations served: In principle, the entire population of Ituri, but actual populations served depend on the project. ACIAR has served small-scale farmers, women, and former combatants, including child soldiers.

Programs:

- **Microfinance:** ACIAR provides small sums to individuals or cooperatives, particularly in Mahagi and Djugu territories.
- **Ex-combatants:** ACIAR supports small trade organizations composed of ex-combatants to provide them with economic development for their activities, such as mechanics, tailoring, and agriculture.
- **Child soldiers:** ACIAR oversees a project in Mahagi territory to train former child soldiers in job skills, provide them with microfinance for economic or social needs, and give them a reinsertion kit worth $200 to enable them to start a business.
- **Agricultural development:** ACIAR works with small-scale farmers in Mahagi territory to help them restart farming activities that were halted by war, such as coffee production.

Governance: ACIAR is guided by a general assembly of 13 members that include religious leaders, local social leaders, and people with extensive development experience. The general assembly meets once a year and elects the board of directors. The board consists of seven members and meets twice a year. The board provides guidance to the organization and must approve major expenditures and projects. ACIAR has 12 staff at its Bunia headquarters, and 74 project staff. Headquarters staff includes the coordinator, two sector chiefs (for northern and southern Ituri), and three finance officers. Project staff includes specialists in microfinance, agronomy, job training, socioeconomic reintegration, and economic development.

ACIAR has an account with BIC in Bunia. For financial, administrative, and personnel management, ACIAR has:

- A procedures manual with policies for financial management; hiring and personnel issues; and purchasing policies and procedures: YES
- A computerized accounting system: YES
- A clearly defined accounting process: YES
- Clear procedures for management of payroll, petty cash, procurement, and disbursements: YES
- Staff with the technical expertise to undertake projects: YES

Funders and budget: For 2010, ACIAR's budget was approximately $400,000. Current funders include UNDP, the International Criminal Court's Trust Fund for Victims, VECO Belgium, Bureau international du travail (BIT), CORDAID, and ICCO (a Dutch NGO).

Accomplishments:

- Helped numerous local NGOs to increase their capacities
- Helped sensitize communities to accept returning soldiers
- Helped with the reinsertion of 2,100 ex-combatants, including 600 former child soldiers
- Provided thousands of dollars in microfinance loans since 2005
- Helped small-scale farmers to restart coffee production, resulting in the export of more than 500 tons of coffee from Mahagi
- Rehabilitated the hydroelectric plant at Kpandroma in order to provide power for an industrial mill to enable local farmers to grind and export maize flour

Strengths:

- Long-term presence in the region gives it legitimacy and credibility
- Owns its offices and cars, which enables it to use grants to directly work on projects
- Strong ties to the community and with various local and international actors
- Many long-term staff who provide experience needed to implement its activities

Needs:

- Greater organizational capacities for finance and management, in terms of both personnel and technical capacities

- Creation of a strategic plan to guide its activities
- Greater internal capacity to conduct audits of its possessions

Organizational vision: Promote sustainable development; network with other community-based organizations in DRC; expand its work in microfinance and agricultural development

Project proposals:

- **Agricultural development in Irumu and Mambasa territories:** ACIAR proposes to undertake a program of agricultural development in areas of Irumu and Mambasa territories affected by conflict and underdevelopment. This project will improve the organization of existing agricultural cooperatives; purchase machines for the cooperatives to be able to process rice, palm oil, and other products; and organize trainings to promote peaceful cohabitation in this troubled region. Cost: $625,000 (for three years)
- **Agro-pastoral development in Aru territory:** ACIAR proposes to revitalize agricultural and pastoral production in Aru territory, which has emerged into a postconflict phase. ACIAR will organize farmers, provide them with improved seeds, give them access to microcredit, and conduct trainings on various topics related to farming and commercialization of crops. ACIAR will also work with cattle herders to improve their socioeconomic status. Cost: $875,000 (for three years)
- **Microfinance in Ituri:** ACIAR proposes to develop microfinance systems in Mahagi (Mahagi territory), and in Kpandroma and Fataki (Djugu territory), for the benefit of local populations. It will enter into agreements with local cooperatives, educate local communities about microfinance, and oversee programs in these three locations.
  Cost: $625,000 (for three years)

ADIKIS—Action for the Integral Development of Kisangani and the Congolese Central Basin

Location: Kisangani, Orientale province

Contact: Professor Dhed'a Djaïlo, +243.998.609.315, benoitdheda@yahoo.fr

Legal status: ADIKIS is a registered NGO with the national government.

History: ADIKIS (Actions pour le développement intégral de Kisangani et de la cuvette centrale congolaise) was founded in 2002 by several professors on the science faculty at the University of Kisangani. The professors saw a serious need in the Kisangani area for education of local communities in order to protect forest resources. Also, food security was a serious problem among the local population, due partly to the war and partly to local cultivation practices. ADIKIS has created a unique program of activities that promote better forest management while addressing the social and economic needs of local communities. For example, ADIKIS started a brick-making program that created local jobs while also reducing the need of local populations to use wood for construction of their dwellings. ADIKIS has also organized associations in the areas where it works, through which it implements its programs. ADIKIS has constructed schools, created demonstration garden plots, undertaken reforestation efforts, and improved water sources. ADIKIS has worked with several international donors, including CTB, Rotary International, and numerous local development and environmental groups and individuals in Belgium.

Mission: Educate people about the importance of rational and sustainable management of forest resources

Objectives:

- Strengthen the capacities of people to practice settled agriculture and thereby meet their food and economic needs while protecting the forest and the environment in general
- Provide local populations with economic opportunities that will enable forest and environmental protection

Sectors of intervention: Environmental conservation; food security; education; small-business development

Areas of operation: Kisangani and its environs

Populations served: Rural populations around Kisangani

Programs:

- **Community education:** At community meetings organized by ADIKIS, university professors and/or students provide seminars on agriculture, environmental conservation, and management of forest resources.
- **Microcredit for small business:** ADIKIS provides small loans of roughly $50 to $150 to people in its association to help them start small businesses that also help the environment.
- **Community development:** To help implement its projects and ensure local community involvement and support, ADIKIS has created farming associations and village committees, which are partners in all of ADIKIS's work. Representatives from the associations and committees also participate in the governance of ADIKIS.
- **School construction:** ADIKIS has built three schools, which feature environmental education as well as a standard curriculum. Students actively plant trees and maintain plots of a variety of food crops. ADIKIS currently plans to build a secondary school for the graduates of its primary schools.
- **Improvement of water sources:** In its project in the village of Masako, ADIKIS has funded the improvement of water sources.

Governance: The supreme governing body is the general assembly, which meets twice each year. The members include many academic and scientific staff from the university, plus representatives of the village associations with which ADIKIS works. The general assembly selects a steering committee, which functions the same as a board of directors and staff. ADIKIS does not have any staff; the steering committee oversees all organizational work, and members of the farming associations and village committees implement projects.

ADIKIS does not have its own bank account, but uses an account for the University of Kisangani. For financial, administrative, and personnel management, ADIKIS has:

- A procedures manual with policies for financial management; hiring and personnel issues; and purchasing policies and procedures: NO
- A computerized accounting system: NO
- A clearly defined accounting process: YES, but it needs to be strengthened
- Clear procedures for management of payroll, petty cash, procurement, and disbursements: YES, but they need to be improved
- Staff with the technical expertise to undertake projects: YES

Funders and budget: ADIKIS's annual budget is approximately $500,000. Funders include CTB, Asbl Kisangani (Friends of Kisangani, located in Limbourg, Belgium), Rotary International, Rotary Limbourg, the Secular Society for Development Cooperation, and individual supporters.

Accomplishments:

- Created four community organizations that cooperatively work with ADIKIS to design and implement projects
- Organized training seminars on techniques for farming, animal husbandry, fish farming, responsible timber harvesting, and nutrition
- Established a community library and donated books

Strengths:

- Ties to the University of Kisangani, which brings ADIKIS credibility, visibility, and qualified staff and student interns
- A strong reputation with international donors, scientists, and academics. ADIKIS has collaborated with European scientists on several research projects in the Kisangani area.
- Leaders have a vision to promote forest conservation while addressing food security.

Needs:

- Organizational restructuring
- Own office in Kisangani
- Staff who work full-time for ADIKIS
- Financial means to achieve goals and realize programs

Organizational vision: Protect the forest and promote local livelihoods in the Kisangani area and all the forested areas of central Africa

Project proposals:

- **Construction of brick buildings at Masako:** ADIKIS has constructed a school at Masako, a village 14 kilometers (9 miles) north of Kisangani, but seeks funds to construct improved houses for 20 households there. ADIKIS would like to purchase two brick-making machines for the village, which will be used to make bricks for the houses, thereby improving social infrastructure while reducing local demand for timber for construction. Cost: $60,425

AIDER—Action to Identify and Develop Efforts of Reconstruction

Location: Dungu, Haut Uélé district, Orientale province

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Legal status: AIDER is a registered NGO with the provincial government.

History: AIDER (Action d'identification et de développement des efforts de reconstruction) was formed in 2002 to provide material assistance to people displaced by the Sudan People's Liberation Army (SPLA), which was then active in the Dungu area. AIDER's seven founding members contributed their own money and raised additional funds to self-finance their work, and this entrepreneurial spirit and self-reliance remain hallmarks of the organization. AIDER has since used its own funds to rehabilitate roads in and around Dungu town, and to conduct assessments of roads, water and sanitation needs, school conditions, and food security needs in various locations in and around Dungu.

Starting in 2005, AIDER became an implementing partner for Congolese government agencies and NGOs, as well as for international donors. With external funding, AIDER expanded its work, although its main focus remains in the areas of food security, education, infrastructure, and water and sanitation. In 2009, the Lord's Resistance Army terrorized the Dungu area, forcing AIDER to cease operations for six months. AIDER regrouped and continued to execute projects using its own and external funding, including working with people affected by the LRA's ongoing activities in and around Dungu. AIDER has worked with many international donors, including UNICEF, UNHCR, Mercy Corps, and FAO.

Mission: Promote community involvement in actions for development, reconstruction, environmental protection, health, and education

Objectives:

- Identify and promote concrete solutions to the problems posed by underdevelopment, conflict, and the challenges of reconstruction
- Prevent the spread of AIDS through public education, as part of a broader reconstruction of health systems
- Promote actions to protect and reconstruct the environment as part of development activities

Sectors of intervention: Food security; health; education; infrastructure; WASH; conservation; at-risk youth

Area of operation: Dungu territory of Haut Uélé district

Populations served: AIDER serves the entire population of Dungu territory, with special attention to specific groups depending on the nature of a particular project. For example, AIDER has conducted targeted HIV/AIDS education for young people and "kumba kumba" who are transporters of palm oil.

Programs:

- **Food security:** In recent years, AIDER has conducted several distributions of seeds and related agricultural trainings to households in the Dungu area, with the goal of increasing food security.
- **Education:** In the last few years, AIDER has constructed benches for classrooms, built two recreational centers for at-risk youths, and conducted educational outreach on HIV/AIDS to more than 6,500 youths.
- **Infrastructure and logistics:** AIDER's early activities in this area involved using its own funds to restore round points (traffic circles) and rehabilitate some roads. In recent years, it has worked with international donors on road rehabilitation and on construction projects in the UN's Interagency Compound at Dungu.
- **WASH:** AIDER has captured alluvial water sources and constructed a well, in cooperation with international donors; it has also conducted a water and sanitation evaluation using its own funds.

Governance: AIDER has a general assembly, which consists of the seven founding members; three are women and four are men. The general assembly, which meets twice each year, discusses the organization's programs and evaluates work plans and annual reports. A board of directors meets monthly and coordinates the organization's work with the general director, who is appointed by the general assembly. The general director oversees the organization's programs and finances, working closely with the program director, who is focused on AIDER's six programs. AIDER has 42 people at its disposal, but the actual number employed at any time depends on the availability of funds. Its staff includes engineers, construction technicians, agronomists, trainers, and project managers.

AIDER has an account with BIC in Bunia, but keeps money locally with a priest at the Catholic parish. For financial, administrative, and personnel management, AIDER has:

- A procedures manual with policies for financial management; hiring and personnel issues; and purchasing policies and procedures: YES, but it needs to be strengthened
- A computerized accounting system: NO
- A clearly defined accounting process: YES
- Clear procedures for management of payroll, petty cash, procurement, and disbursements: YES
- Staff with the technical expertise to undertake projects: YES

Funders and budget: For 2010, AIDER's budget was $320,000. Partners include Caritas, FAO, CESVI, UNICEF, UNHCR, IOM, and Mercy Corps. AIDER also funded several of its projects using monthly contributions from its 31 members and money it earns through the sale of bricks made by its members.

Accomplishments:

- Distributed seeds and farming tools to 604 households in Bunga (65 kilometers or 40 miles southeast of Dungu) in 2010
- Conducted educational training on HIV/AIDS for 6,500 youths in Dungu and Doruma in 2010
- Rehabilitated many roads in and around Dungu, sometimes using its own funds, from 2004–11
- Self-financed evaluations of water and sanitation needs at Ngilima and Iveka in 2009, and of education and food security needs at Nambia in 2010

Strengths:

- Qualified staff, including technicians and engineers
- Uses its own money to fund projects such as the 2010 rapid evaluation at Nambia and road rehabilitation
- Has a good relationship with security forces, which give it protection during road construction projects, and with many local and international organizations

Needs:

- Financing to realize its projects and retain its staff; several staff have left for jobs at international organizations, which pay more and pay regularly
- Its own compound, where it could have an office and properly store its road construction equipment; AIDER is currently renting an office and storing its equipment at the IOM compound
- Internet access in its office

Organizational vision: Improve the quality and conditions of life for people in Dungu territory

Project proposals:

- **Capacity building:** AIDER would like to organize trainings in finance and administration for its staff; acquire a motorbike and office equipment, including computers and a printer; and construct and furnish its own office. Cost: $30,700, including a $10,450 local contribution
- **Rehabilitating a primary school:** AIDER would like to rehabilitate the Kumbatayo primary school in the town of Nambia (Niangara territory), which the LRA has repeatedly attacked during the last two years. AIDER would fix the school's two buildings and furnish the classrooms for the school's 292 students. Cost: $67,906

AJAS—Youth Association for Actions against HIV/AIDS

Location: Bunia, Ituri district, Orientale province

Contact: Aimé Kpaki, general coordinator, +243.992.603.216, +243.810.852.893, and Achille Ngbagaro, secretary, +243.812.007.139, ajasbia@yahoo.fr

Legal status: AJAS is a registered NGO with the district government.

History: On December 28, 2001, a group of youths in Bunia created AJAS (L'Association des jeunes pour les actions contre le VIH/SIDA). At this time, Bunia was the epicenter of conflict in the Ituri district, and most social institutions had broken down. In this context, a group of youths concerned about HIV/AIDS organized to provide information and change the behavior of local young people engaging in high-risk activities. For example, many Ugandan soldiers stationed in Bunia had local girlfriends; knowing the high prevalence of HIV in Uganda, AJAS sought to educate local youths to avoid the spread of HIV.

During 2002–03, AJAS worked to build its capacity and knowledge. Members attended conferences and meetings to learn more about HIV/AIDS, and networked with other organizations working on this issue. During this time, AJAS also worked on its statutes and organization. In 2005, it created youth groups in each of Bunia's 12 administrative quarters; these groups were fully operational by 2006. In 2006, AJAS also created a youth football (soccer) team as a forum to organize young people, educate them about HIV/AIDS, and use them to help educate others. AJAS brought together youths from different parts of Bunia, and from different ethnicities, to help unify young men using sport. In recent years, AJAS has conducted dozens of trainings for thousands of youths, teachers, government officials, and others in Bunia, Mahagi, and Mongbwalu.

AJAS has for many years been an implementing organization for larger local and international organizations—i.e., funding passes through three or four organizations before reaching AJAS, which carries out the actual work. AJAS has a strong cadre of dedicated, professional members who largely work without pay and contribute more than one-third of AJAS's annual budget. In the last few years, AJAS has worked with Tearfund, Oxfam-Québec, Save the Children UK, and World Bank's MAP.

Mission: AJAS seeks to involve youths in the struggle against the spread of STDs, especially HIV/AIDS.

Objectives:

- Inform youth about STDs and HIV/AIDS, and mobilize them to prevent the spread of these diseases
- Assist people infected with STDs and HIV/AIDS to obtain medical treatment
- Network with other groups working on health, with youths, and on related topics, to strengthen the overall struggle against the spread of STDs and HIV/AIDS
- Conduct research on at-risk communities to inform AJAS's activities
- Educate its members about current medical and public health knowledge, and strategies for intervention

Sectors of intervention: At-risk youths; HIV/AIDS prevention; education

Areas of operation: Bunia, Mongbwalu, and Mahagi

Populations served: Youths; teachers; government officials; the general population

Programs:

- **SALT:** SALT stands for "support and stimulation; appreciation and help; link and listen; transfer and transform." This program targets at-risk youths in three parts of Bunia town that have few health or education services. AJAS seeks to mobilize these youths to organize local education programs that do not require external funding for other at-risk youths.
- **Alternative livelihoods for youths in Mongbwalu:** AJAS is continuing with its own funds a program in Mongbwalu—a major gold-mining area 80 kilometers (50 miles) northwest of Bunia—to get youths currently engaged in mining to return to school or learn new vocations.
- **Community education on STDs and HIV/AIDS:** AJAS continues its long-running program of organizing community meetings that target youths and teachers to prevent the spread of STDs and HIV/AIDS. AJAS uses trained public educators, music, and drama to carry its message to the community.

Governance: AJAS has 24 members, all of whom are part of its general assembly. The general assembly is the supreme governing body and meets twice per year. Two members of the general assembly compose the internal audit unit; they conduct internal audits every six months. The general assembly elects a five-member board of directors. The board members serve five-year terms and meet each month. An eight-person bureau of coordination, which meets every Friday, runs AJAS's activities. When AJAS has funding, it employs people with contracts. Currently (as of March 2011), AJAS has no funding, so it is conducting its work relying solely upon donations from its members. AJAS has 24 volunteers in Bunia, 12 in Mongbwalu, and two in Mahaghi. Among its volunteers, AJAS is roughly split between the number of men and women. AJAS has qualified staff and volunteers, including a nurse, a public health specialist, and others who have attended numerous trainings in Bunia about HIV/AIDS and public health. AJAS has an account with BIC in Bunia. For financial, administrative, and personnel management, AJAS has:

- A procedures manual with policies for financial management; hiring and personnel issues; and purchasing policies and procedures: YES
- A computerized accounting system: NO
- A clearly defined accounting process: YES
- Clear procedures for management of payroll, petty cash, procurement, and disbursements: YES
- Staff with the technical expertise to undertake projects: YES

Funders and budget: In 2010, AJAS's budget was $25,282; of this amount, AJAS's members contributed $10,424. Funders include CESVI, Save the Children UK, UNICEF, World Bank's MAP, Caritas Bunia, Oxfam-Québec, and Tearfund.

Accomplishments:

- In 2010, conducted trainings for more than 4,600 youths, teachers, government officials, and pregnant women
- In 2010, used its own funds to produce 15 radio spots and pay for them to air on Radio Fides Tujenge and Radio CANDIP in Bunia
- Since 2006, has sponsored a football (soccer) team in Bunia that unites youths from different parts of the city and different ethnic groups, and enables AJAS to use the team players as ambassadors for the prevention of STDs and HIV/AIDS

Strengths:

- Has a volunteer corps that is committed to the organization's mission
- Is known and respected by local authorities, youth groups, and churches
- Has all of its documents in order; has statutes, a strategic plan, a procedures manual, a finance manual, and a system of evaluation
- Is part of the national network of Congolese youth groups and has strong ties to Civil Society, the HIV cluster in Bunia, and other groups

Needs:

- Financing for its activities
- Materials such as vehicles to transport its teams to community meetings, etc.
- Has district recognition, but would like to obtain national registration status
- An external audit of its finances

Organizational vision: A DRC free from HIV/AIDS

Project proposals:

- **Organizational capacity building:** AJAS would like to organize four trainings for its members on organizational management; IT use; financial and administrative management; and the conception, monitoring, and evaluation of projects. AJAS would also like Internet access for its office, new computers, and printers. Cost: $33,000, including a $3,000 contribution from AJAS
- **Developing youth groups and education in Mongbwalu:** AJAS would like to train 20 community leaders in Mongbwalu, who would educate 500 local youths about STDs and HIV/AIDS. The Mongbwalu area is particularly at risk due to the large number of youths engaged in mining and the high prevalence of prostitution, which is associated with the mining. Cost: $30,000
- **Developing youth groups and education in Mahagi:** AJAS would like to train 20 community leaders in Mahagi, who would educate 500 local youths about STDs and HIV/AIDS. Cost: $30,000

Ango (Town)

Ango is the capital of Ango territory in the Bas Uélé district. Ango has been neglected and isolated due to conflict, difficulty of access, and disinterest by the government and international donors. The statistics in Table 55 provide a sense of the difficulty of life in Ango.

Ango is typical of many small towns in rural DRC in that there are several small associations trying to address urgent community needs and raise living standards, but these groups simply do not have the funding or ability to undertake major development initiatives. This report—and those of Watsa (Orientale) and Shabunda (South Kivu)—serves to both showcase the reality of rural eastern DRC and recommend meaningful ways to engage in these towns.

Table 55: Ango at a glance[78]

Population of Ango town	12,300 (7,400 originally from Ango; 4,900 displaced persons)
Proportion of wells in Ango town with fecal contamination	Two-thirds
Average daily household income (estimated five people per household)	$0.56 (original residents) $0.33 (displaced persons)
Population of Ango health zone	90,350
Number of hospitals in Ango health zone	1 (in Ango town)
Number of hospital beds in Ango health zone	35 (30 have mattresses)
Amount of time to push a bicycle from Ango to Kisangani and return with consumer goods	1 month
Price for one bottle of soda (Coke) and beer (Primus) in Ango town	$2.22 (soda) $5 (beer)

Until the early 1990s, the Italian Development Cooperation (SVI) worked in Ango with local organizations on a variety of development initiatives. With the onset of war in 1996, SVI withdrew from Ango; Medair was the only international group providing assistance to Ango during the war years. Since early 2009, after a failed operation to eliminate the Lord's Resistance Army (LRA) rebel group in Orientale's Garamba National Park, Ango has experienced renewed insecurity. The LRA and other armed bandits have attacked nearby villages, killed and kidnapped people, and looted convoys and traffic on the roads leading to Ango. For six months in 2009, LRA activities led nearly the entire population of Ango to flee; most of the original population has returned, along with several thousand displaced persons.

The insecurity in 2009 led to the return of international organizations to Ango. In January 2011, Medair established a humanitarian compound at the Catholic parish in Ango. This compound includes office space and accommodation for international groups. As of March 2011, other groups working in Ango include the World Food Program, Action Against Hunger, CESVI, Oxfam-Québec, and the International Committee of the Red Cross.

[78] "USAID Awards More Than $32 Million to Address Sexual and Gender-Based Violence in Eastern DRC," http://kinshasa.usembassy.gov/pressrelease_07212010_english.html, site accessed May 19, 2011.

Despite the return of international groups to Ango, the town remains enclaved and neglected. There is no cellular phone coverage in Ango, and both local radio stations are off the air due to equipment problems. Aside from the Medair compound, the only sources of power in Ango are a few small solar panels and one working generator. Memories of a better past linger around Ango in the form of broken-down vehicles and machinery, as well as the half-finished Center for Development in the middle of town, which was to house local nongovernmental organizations.

An ECI researcher interviewed three local organizations in Ango. Although none are currently capable of receiving significant support, there exists an opportunity to resuscitate local groups in Ango and increase their capacity to engage in productive work. Following are short descriptions of these three groups.

Association for the Promotion of the Women of Ango (AFEPA)
AFEPA (Association pour le promotion des femmes d'Ango) is dedicated to helping the women and girls of Ango. The group started in 2001 with the goal of promoting the education of young girls. The women who started AFEPA had become concerned by the high rate of attrition among girls in the local schools, due partly to poverty and the fact that families kept girls out of school to work. AFEPA's members started to talk to young girls about the importance of education and staying in school. In addition, AFEPA reached out to young girls who "have a belly"—i.e., became pregnant. The women of AFEPA recognized that many young girls dropped out of school after becoming pregnant, so they enlisted teachers to conduct special classes in reading and writing for young mothers. AFEPA also educated girls and young women about HIV/AIDS and other STDs.

As the organization grew, it also became a support network for local women. AFEPA afforded the women of Ango a chance to meet and discuss issues affecting them and their families. In addition to moral support, AFEPA provided some material benefits for its members. AFEPA acquired two sewing machines, which its members can use to make their own clothes. AFEPA has also organized classes to teach women how to make clothes. In addition, AFEPA had two bikes that its members could use free of charge, or which others could rent by paying a small fee; however, both bikes are now broken down and unusable.

AFEPA currently functions as a voluntary organization, and last year it had no budget. Women can join AFEPA as a member by paying a one-time fee of 100 Congolese francs ($0.11). AFEPA currently has 72 members, of whom 71 are women. There are meetings twice a month (on the 15th and 30th), where decisions are made by a majority vote. Although the organization's statutes provide for a general assembly and board of directors, AFEPA currently functions with a president and vice president, who are elected by the members. The current president is Celestine Kulakpio; she has no cell phone or e-mail.

When asked about organizational needs, AFEPA's president was modest. She asked for two more sewing machines, plus some cloth, so that AFEPA's members could make more of their own clothes (cost: approximately $500). She asked for more books to teach girls how to read and write; they currently have three copies of a book titled Kotanga Mpe Kokoma, which is in Lingala (cost: approximately $200). She asked for help to repair their two bicycles (cost: approximately $100). In addition, she noted that AFEPA and other organizations would like to finish construction on the Center for Development in town, which was started with funds by SVI, but never completed.

Association for Rural Development in Ango (ADRA)
ADRA (Association pour le développement rurale d'Ango) started in 1986 but was dormant during the war years (roughly 1996–2006). ADRA reports it is involved in the sectors of food security, infrastructure development and rehabilitation, and education (school fees for youths); however, like the aforementioned groups, ADRA currently has no budget and is not engaged in any projects or activities. ADRA's leader expressed a desire for financing to revive the group and its activities, and a hope that Ango's Center for Development can be finished. The president of ADRA is Mr. Gavulu; his phone number (when he is in a town with cell phone coverage) is +243.816.592.297.

Voluntary Service for the Development of Ango (SVDA)
SVDA (Service volontaire pour le développement d'Ango) started in 1987 but did not formally register as an NGO with the district government (in Buta) until 2000. SVDA incorporated former employees of the Italian group SVI and took formal possession of equipment left behind after SVI's departure from Ango. Among this equipment were a shortwave radio, a brick-making machine, a sugarcane juice machine, a welding machine, and a pickup truck; however, none of this equipment is functional. SVDA leadership reported that they promote small-business development and build wells and buildings (a 2010 report from Solidarités International identified five wells established and/or managed by SVDA). In reality, the group does not currently engage in any projects or activities other than managing a few wells; it has no budget and simply retains old machinery in the hope that it will one day be repaired and useful for local farmers and businessmen. When asked about needs, SVDA leadership expressed a desire for financing to revive the organization, for repair of their vehicle (which they had used to transport goods to markets in Isiro and Kisangani), and for a machine to make planks out of trees. SVDA also expressed a desire for completion of Ango's Center for Development. The organization's secretary is Faustin Mongolo; his phone number is +243.817.706.554, but this good only when he is in Buta or a larger town with cell phone coverage.

Project proposals:

- **Finish construction of the Center for Development:** Financing a project to complete construction of Ango's Center for Development would provide material and symbolic benefits to the community. Materially, it would provide office and meeting space for ANGO's community-based organizations and enable them to better organize their work. Symbolically, it would "improve the face of Ango," as locals say—that is, it would be a sign of progress for Ango and its local groups. Cost: $50,000 (estimated)
- **Capacity building for local groups:** The community groups in Ango have great passion and potential but lack the organizational capacity to scale up their work and absorb significant funding. ECI recommends a general training session be organized for the groups in Ango (and potentially other rural areas of Orientale such as Watsa town, also profiled in this report) on such issues as creating a procedures manual, writing strategic plans and annual reports, writing a project proposal, managing finances, and other topics. ECI could coordinate such training, drawing upon the expertise of one or more of the groups profiled in the Training Programs section of this report (see Appendix 3).

APILAF—Association for the Promotion of Local Initiatives in the Forested Areas of Africa

Location: Kisangani, Orientale province

Contact: Engineer Kasongo Deo, executive secretary, +243.998.633.598, aplilaf@hotmail.com

Legal status: APILAF is registered as an NGO with the provincial government.

History: On January 22, 1991, six people working on development through various churches in Kisangani founded APILAF (Association pour le promotion des initiatives locale en afrique forestière). The founding members wanted to better organize their activities and have them be independent of various church dictates and structures. From the beginning, APILAF worked with individuals, associations, and NGOs in the rural areas around Kisangani; however, in 2007, it opened small offices in Isiro and Bunia. In 1993, APILAF secured its first funding from the German Evangelical Development Service (EED), which has funded APILAF every year since. Since the late 1990s, APILAF has secured funding from Oxfam Novib, UNDP, MONUSCO, CIFOR, and Development and Peace (Canada).

Mission: Help with the development of rural populations living in forested areas

Objectives:

- Identify people in rural areas who want to help themselves and work with them to achieve their goals
- Help people with the tools and knowledge they need to achieve social and economic development

Sectors of intervention: Small-business development; sexual violence prevention; promotion of women's rights; conflict prevention

Areas of operation: Kisangani and its surroundings, Isiro, Bunia

Populations served: APILAF has traditionally worked with farmers and pastoralists. It also currently works with entrepreneurs and addresses its trainings on women's issues to entire communities.

Programs:

- **Agricultural service:** This program provides farmers with improved seeds (from APILAF's experimental farm), tools such as hoes and machetes, and trainings about the seeds and farming techniques.
- **Training service:** This program coordinates the educational component for the agricultural service and provides agricultural trainings once every three months in the area around Kisangani. It also provides trainings on gender (promoting women's rights, preventing sexual violence) and peaceful cohabitation.

- **Technical service:** This program manufacturers food-processing machinery and sells it to individual families at a reduced rate. APILAF staff makes small mills for rice, maize, and cassava, as well as a machine to make palm oil. This program started in June 2010 and has so far sold 30 machines around Kisangani and three around Isiro. It sells the machines at a discount; prices range from $50 to $200, depending on the size and type of machine. The head of the technical service was trained in Kinshasa by a USAID-funded project through the SECID consortium.

Governance: APILAF's supreme governing body is the general assembly, which has 21 members and meets annually. The general assembly elects a board of directors consisting of six members, who serve for three-year terms. The general assembly provides overall guidance for the organization, but the board of directors oversees implementation of general assembly directives. The general assembly elects the executive secretary, who serves for a four-year-term, running the day-to-day operations of APILAF and overseeing all projects.

APILAF has 17 staff, including the executive secretary. Only the executive secretary is permanent; the other 16 are temporary and dependent upon project funding, but everyone has three-year terms (current project funding cycle from EED). In addition to the executive secretary, there is an accountant, an administrative manager, project managers, and seven machinists. Five of APILAF's 17 employees are women.

APILAF has an account with BCDC in Kisangani. For financial, administrative, and personnel management, APILAF has:

- A procedures manual with policies for financial management; hiring and personnel issues; and purchasing policies and procedures: YES
- A computerized accounting system: NO
- A clearly defined accounting process: YES
- Clear procedures for management of payroll, petty cash, procurement, and disbursements: YES
- Staff with the technical expertise to undertake projects: YES

Funders and budget: For 2011, APILAF's budget is $217,997. Its only current funder is EED.

Accomplishments:

- Has helped about 300 people in rural areas with a variety of small-business projects
- Since June 2010, has constructed 60 machines to process agricultural products such as maize, cassava, palm oil, and rice (38 from June to December; 22 between January 1 and March 18, 2011)
- Conducted numerous community trainings on sexual violence and women's rights
- Has trained many people who have gone on to work in development

Strengths:

- Members are development experts with years of experience, so they provide excellent guidance for the organization
- Well-known in Kisangani and its surroundings, and many rural people are eager to work with it
- Owns its own office and workshop in Kisangani, reducing its overhead

Needs:

- The capacity to meet all the demands and requests for assistance from rural populations. For example, communities are asking APILAF for microcredit to build schools and hospitals, and undertake other tasks that it is unable to do.
- Improvement of poor roads in rural areas that limit the ability of APILAF's agents to reach some rural communities
- Funding to expand

Organizational vision: Expand programs geographically to the forested areas of Africa, as its name suggests; also expand the number of people with whom APILAF works

Project proposals:

- **Establish seed farms at Isiro and Bunia:** APILAF's main office is in Kisangani, where it has a seed farm, but it lacks similar facilities at its offices in Isiro and Bunia. APILAF will purchase land near each town and establish a farm to provide seeds that APILAF will distribute to farmers. Cost: $42,500
- **Construction of new buildings:** APILAF seeks to move from its current cramped quarters in Kisangani. To that end, it seeks funds to acquire a parcel of land and construct two buildings—one for its machine workshop and the other for administration plus a latrine. Cost: $243,334
- **Institutional capacity building:** APILAF seeks funds for trainings to improve the skills of its machine shop workers, enhance its accounting staff's abilities for financial management, and boost its field workers' abilities for project management. Cost: $34,500

CAFEV—Center to Help Vulnerable Women and Children

Location: Dungu, Haut Uélé district, Orientale province

Contact: Abbé Ernest Sugule, president, 0816.081.332, cafevdungu@yahoo.fr

Legal status: CAFEV is a registered NGO at the provincial level.

History: CAFEV (Centre d' accompagnement des femmes et enfants vulnérables) is the successor organization to a 2004–09 project of the Norwegian government to provide medical and psychosocial help to survivors of sexual violence. When funding ended in 2009, the project staff created CAFEV in Kisangani. In September 2009, Oxfam-Québec helped CAFEV establish a bureau in Dungu (there are 11 other bureaus in Haut and Bas Uélé). The director is a priest who received a master's degree in counseling from the United States International University in Nairobi, Kenya. CAFEV's initial focus was on providing counseling services to survivors of sexual violence and children displaced as a result of actions by the Lord's Resistance Army, a Ugandan rebel group. CAFEV also observed an acute need for services for at-risk youths, including both local youths and internally displaced youths living in Dungu; consequently, it started sports and educational programs. CAFEV is well respected by local and international organizations, and fills important community needs through its work in counseling, HIV/AIDS testing, and youth programs. CAFEV is currently finalizing projects with Oxfam-Québec, CRS, and MONUSCO.

Mission: Prevent sexual violence and the spread of STDs, and help survivors of sexual violence and people living with HIV/AIDS

Objectives:

- Prevent sexual violence through community education
- Provide counseling and support to survivors of sexual violence
- Provide activities and education for at-risk youths, including internally displaced youths
- Provide HIV/AIDS testing to underserved communities in Bas and Haut Uélé, and drugs and treatment to HIV-positive persons

Sectors of intervention: Sexual violence prevention and counseling; HIV/AIDS testing and treatment; sports and business development for at-risk youths; education

Areas of operation: Doruma-Dungu diocese, covering parts of Bas and Haut Uélé districts

Populations served: Survivors of sexual violence; at-risk youths, including internally displaced youths; and the general community

Programs:

- **Counseling services:** Four counselors work with survivors of sexual violence, persons with HIV/AIDS, and at-risk youths. Since late 2009, CAFEV staff has counseled approximately 120 people and identified 64 cases of sexual violence.
- **Voluntary centers of testing (VCTs):** CAFEV worked in partnership with the Doruma-Dungu diocese to set up four VCTs to test people for HIV, which was the first time testing has taken place in this area. The program also provided drugs and counseling to those who tested positive and conducted other support and educational activities. The program started in June 2010 and was funded by the Medical Mission Institute of Würzburg, Germany, and Augustinian priests from Germany. Two testing centers were in Bas Uélé (Poko, Amadi) and two in Haut Uélé (Dungu, Doruma). A total of 3,073 people were tested

between September 2010 and January 2011; of these, 372 (12 percent) tested positive for HIV (108 men and 264 women). CAFEV helped set up the centers, trained counselors to work with those who tested positive, and educated the local community about HIV/AIDS.

- **Programs for at-risk youths:** CAFEV has organized 200 youths into six groups; two for girls, two for junior boys, and two for senior boys. These groups also function as football (soccer) teams. CAFEV intentionally created mixed groups of local youths and youths living in camps for the internally displaced; there is discrimination locally against the displaced group. CAFEV also provides computer trainings for students who have recently graduated from secondary school.

Governance: CAFEV has a general assembly composed of 50 people, including paid members, nonmember supporters, and community liaisons. The general assembly helped to establish CAFEV in 2009 and early 2010, but has not met since, due to the difficulties of transportation and the fact that many members live far from Dungu in the Uélé districts. A management committee of five members (two are women) has a more direct effect on CAFEV's activities. The management committee has five members (president, administrator, project officer, finance officer, and counsel), and meets monthly to plan CAFEV's projects.

The staff level includes the president and three assistants in charge of finance, administration, and projects. There are also four trained counselors, including the president. No CAFEV staff work on contract, due to the uncertainty of their funding to date. They report this will change this year, when they expect to get some larger grants from Oxfam-Québec, CRS, and MONUSCO.

CAFEV relies upon approximately 30 volunteers to inform and support the organization. It has ten community liaisons, who provide information to CAFEV about LRA activities and abuses by FARDC soldiers. CAFEV also has 20 members, who support the organization and its mission. For people who live far from Dungu, there is an annual fee of $5; for locals, the fee is $5 per month. CAFEV sends its members to trainings on sexual violence, education, and other issues, in order to build the organization's knowledge and capacities.

CAFEV has an account with BIC in Bunia but keeps money locally with the Catholic parish. For financial, administrative, and personnel management, CAFEV has:

- A procedures manual with policies for financial management; hiring and personnel issues; and purchasing policies and procedures: YES, but it needs to be strengthened
- A computerized accounting system: NO
- A clearly defined accounting process: YES
- Clear procedures for management of payroll, petty cash, procurement, and disbursements: YES
- Staff with the technical expertise to undertake projects: YES

Funders and budget: In 2010, CAFEV's budget was $2,000. CAFEV generated this money from member fees (20 people gave $5 a month) and fees for computer trainings it conducts (e.g., on how to use Excel). For 2011, CAFEV expects its budget to be between $50,000 and $100,000, depending on project approvals from Oxfam-Québec (project to start in April 2011), CRS, and MONUSCO Civil Affairs.

Accomplishments:

- Training counselors for survivors of sexual violence, HIV-positive persons, and at-risk youths; CAFEV's staff has directly counseled 120 people
- Establishment of four VCTs, which tested more than 3,000 people in a first-of-its-kind HIV testing in Haut and Bas Uélé districts
- Creation of six football (soccer) teams—four for boys and two for girls
- Purchase of two plots of land for its future office and community center
- Distribution of 4,600 condoms

Strengths:

- Has trained and experienced professional staff. The director has a master's degree in counseling from the United States International University in Nairobi, Kenya. The finance officer worked at a bank in Kinshasa.
- Owns two plots of land for its future office and community center
- Has a committed staff that continues to work, even with little or no compensation

Needs:

- A motorbike or car to transport survivors of sexual violence from rural areas to Dungu for medical treatment and counseling
- Better financial support to retain qualified staff; like other local NGOs in Dungu, CAFEV has lost staff to international NGOs and MONUSCO, which pay good salaries
- Trainings for its staff on organizational administration. It also seeks trainings on counseling, to reinforce existing capacities

Organizational vision: CAFEV wants to build its own capacity and spread its operations to other areas of Haut and Bas Uélé districts.

Project proposals:

- **Assistance to people living with HIV/AIDS in Bas and Haut Uélé:** This project will continue and expand the work of the VCTs by continuing HIV testing, establishing centers for distribution of antiretroviral drugs to HIV-positive persons, conducting education in the communities about HIV and sexual violence, and creating income-generating activities for persons living with HIV and AIDS. Cost: $443,420 (three years) or $184,920 (one year).

- **Small-business development for at-risk youths:** This project will create three business opportunities for youth in Dungu, including survivors of sexual violence and youths living in displaced persons camps. These activities are making and selling bricks (150 youths: 80 girls and 70 boys); creating and equipping hair salons (150 youths: 100 girls and 50 boys); and tailoring (150 youths: 90 girls and 60 boys). Cost: $75,425
- **Organizational capacity building:** This project will help CAFEV construct its own office on land the organization has already purchased and outfit the office with equipment and solar panels. It will also enable CAFEV to acquire motorbikes, which it can use to transport survivors of sexual violence from rural areas to Dungu for treatment and counseling. It will provide for staff training, help the organization create procedural and personnel manuals, and provide staff salaries for one year. Cost: $87,740

Caritas Bunia

Location: Bunia, Ituri district, Orientale province

Contact: Abbé Eustache Roger Tsorve, director, +243.998.492.554, +243.810.079.202, caridevbunia@yahoo.fr

Legal status: Caritas is a registered NGO with the national and provincial governments.

History: Established in Bunia in 1978, Caritas Bunia functions as a development organization implementing activities with the Ecumenical Development Office of the Catholic Diocese of Bunia. Caritas Bunia is a branch of Caritas DRC. Caritas is one of the main providers of health care in its area of operation, running six hospitals at Jiba, Lita, Geti, Fataki, Drodro, and Tchomia. Caritas has an excellent reputation locally, has a proven track record of program management, and has worked with many international funders, including the Pooled Fund (via UNICEF), Memisa Belgium, the World Bank (via Caritas Congo), Trócaire, CORDAID, and CAFOD.

Mission: Contribute to the integral promotion of humanity

Objectives:

- Research and pursue activities concerning social progress at the economic and sociocultural levels
- Promote human rights and peace
- Assist vulnerable populations and help them achieve social, economic, and sociocultural progress

Sectors of intervention: WASH; food security; education; health; peace and justice; humanitarian assistance in time of emergency; protection of vulnerable populations (orphans, children, survivors of sexual violence)

Areas of operation: Bunia diocese (Djugu and Irumu territories of the Ituri district)

Populations served: The entire population of the Irumu and Djugu territories, although populations directly served vary by project and program. Caritas Bunia works with all populations, regardless of ethnicity, religion, or other factors.

Programs:

- **Health:** Caritas Bunia works through local committees to pay for free health care for poor populations. In addition, it provides funding to hospitals and health centers, including provision of drugs and staff training.
- **WASH:** Caritas Bunia supports water service in Bunia, Lita, Jiba, and Drodro. In the past it used funding from UNICEF for a sanitation and hygiene program, but this program is over.
- **Food security:** Caritas Bunia provides some indigent families with food items and animals.
- **Education:** Caritas Bunia is involved in the rehabilitation and provisioning of schools.
- **Peace and justice:** Caritas Bunia is actively involved in local coalitions to address the exploitation of natural resources in Ituri and prevent use of these resources by armed groups to sustain armed conflict.

Governance: The bishop of Bunia has ultimate responsibility for Caritas Bunia, but the organization also has a management structure, including a board of directors that guides the organization's work. At its headquarters in Bunia, Caritas has 40 employees, 22 of whom have university degrees or have graduated from technical schools. Caritas has an additional 251 employees working in six health zones, including 12 doctors.

Caritas has an account with BIC in Bunia. For financial, administrative, and personnel management, Caritas has:

- A procedures manual with policies for financial management; hiring and personnel issues; and purchasing policies and procedures: YES
- A computerized accounting system: YES
- A clearly defined accounting process: YES
- Clear procedures for management of payroll, petty cash, procurement, and disbursements: YES
- Staff with the technical expertise to undertake projects: YES

Funders and budget: Caritas Bunia's annual budget is approximately $500,000. Funders include Trócaire, UNDP, CAFOD, Christoffel-Blindenmission (CBM), and the World Bank (via UNICEF).

Accomplishments:

- Runs six hospitals in Djugu and Irumu territories
- In 2010, provided psychosocial assistance to 246 survivors of sexual violence
- In 2010, rehabilitated the school at Lenge village, equipped the classrooms, and built latrines

- In 2010, rehabilitated the market at Katoto village
- In 2010, reconstructed buildings for the hospital at Lita village
- In 2010, distributed baby pigs to 1,150 households in eight parishes of Bunia diocese. Also provided training and assistance with veterinary care
- In 2010, provided socioeconomic assistance for reintegration to 1,060 ex-combatants
- In 2010, rehabilitated structures, including latrines and water points, at the notorious Bunia prison
- In 2010, distributed nonfood item kits to more than 2,000 households in the troubled Geti area, where there is rebel activity

Strengths:

- Credibility through connection with the Catholic Church and long-term development experience in the region
- Strong connection with local communities and local organizations
- Multisectoral work helps it coordinate with other NGOs

Needs:

- Organizationally, seeks to improve its managerial capacity to cope with expanded programs and funding
- Programmatically, seeks to recruit and retain more technical staff—for example, WASH experts
- Seeks to upgrade its computer technology, including acquisition of current software for all its computers

Organizational vision: Caritas Bunia's main long-term goal is to improve the condition of the population of Ituri. To achieve this goal, Caritas Bunia seeks to expand its current programs and extend its work to help agricultural communities with small-business development. Caritas Bunia also plans to increase its work with women's organizations and integrate women more completely into its programs and staff.

Project proposals:

- **Construction of water points:** Caritas proposes addressing the urgent need for improved water sources in and around Bunia, which has swelled in population as a result of war. Caritas will construct 50 water points in 50 locations on the outskirts of Bunia, where most new arrivals have settled, thereby providing safe water sources for 2,250 households. Cost: $37,500 (Caritas requests $25,000 and will contribute the remaining $12,500.)
- **Rehabilitating a water distribution network:** Caritas proposes rehabilitating a water distribution system in the town of Lita that was constructed in 1992 and partially rehabilitated in 2006. Caritas would like to complete the rehabilitation effort by improving water sources, constructing a new cistern, and extending the water network to four new villages. This will benefit more than 11,000 people in 1,846 households, in 14 villages. Cost: $100,000

- **Rehabilitating a water system in Bunia:** Caritas runs one of the two water distribution systems in Bunia (the other is run by the state company REGIDESO). Caritas would like to rehabilitate this system (the Ngongo system), which will benefit more than 6,500 households (63,000 people) plus Bunia's central prison, central market, reference hospital, schools, and religious buildings. Cost: $309,450 (Caritas requests $300,000 and will contribute $9,450.)

CdC—The Consultation Group

Location: Bunia, Ituri district, Orientale province

Contact: Jimmy Mugisa, permanent secretary, +243.815.134.070, cdcituri@gmail.com, and Abbé Alfred Ndrabu Buju, coordinator, +243.995.096.220, alfredbuju@yahoo.fr

Legal status: CdC is registered as an NGO with the district government; it applied for provincial registration in April 2011.

History: In 2007, a coalition of community-based organizations and church groups formed CdC (Cadre de concertation) to address development and conflict issues related to the exploitation of gold in the Mongbwalu area of the Ituri district. Between 1996 and 2007, various Congolese and foreign armed groups fought to control the production and trade of gold from Mongbwalu, which is one of the major goldfields in DRC. The militarization of the gold mines had disastrous effects for local populations and was closely tied to war crimes and human rights abuses. With assistance from CAFOD, Human Rights Watch, and Pax Christi Netherlands, CdC officially started work in April 2007 with a meeting in Mongbwalu. The initial aim of CdC was to be the voice of the community regarding mining issues. The unifying issue among the 20-odd groups that formed CdC was to make sure that gold exploitation benefited local communities and consolidated the peace. It also wanted to ensure that the company planning industrial exploitation—AngloGold Ashanti—paid attention to human rights issues.

CdC restructured in 2009 in response to demands that it expand its work beyond gold to the other major natural resources in Ituri, namely timber and oil. To address these issues, CdC is also expanding to cover the entire Ituri district, rather than just the Mongbwalu goldfields. CdC is undertaking programs to build the capacities of member organizations to follow and monitor natural resource exploitation. CdC will also continue its work on the social responsibility of companies, including corporate compliance with Congolese law. CdC is also trying to ensure companies comply with the terms of their contracts. The goal is to get local communities and groups to talk directly with companies and the government, so that future generations of Iturians are not victimized by resource exploitation in the ways previous generations have been. CdC has a blog: http://cdcituri.wordpress.com/. It has worked with international funders, including CAFOD and Pax Christi Netherlands.

Mission: Be the interface between local communities, government, and companies to ensure that exploitation of natural resources benefits local communities

Objectives:

- Educate and improve the capacities of local communities to monitor natural resource exploitation
- Engage in participatory research on natural resources in Ituri and publish the results
- Network with groups at a variety of levels (local, national, regional, international)

Sectors of intervention: Environmental protection; human rights; economic development; conflict prevention; corporate responsibility

Areas of operation: The Ituri district, with a focus on areas of gold, oil, and timber exploitation

Populations served: The general population of Ituri, with a focus on populations affected by the exploitation of gold, timber, and oil

Programs:

- **Oil:** CdC is currently researching the terms of the government's contract with Oil of DRC to exploit petroleum in Lake Albert. CdC helped the Civil Society of Ituri to create a position paper that outlines community concerns about oil exploration and exploitation. CdC is strengthening local organizations to monitor the social, economic, and environmental effects of oil drilling.
- **Timber:** CdC is just beginning to address deforestation and timber harvesting, which is particularly severe and rapid along Ituri's borders with North Kivu and Uganda. CdC is establishing a network of organizations working on this topic and will increase its capacities to monitor timber harvesting and promote responsible forestry as well as reforestation.
- **Gold:** CdC formed to address gold mining in the Mongbwalu area and has a strong network working in this area. CdC has organized meetings with AngloGold Ashanti (the mining company in Mongbwalu), government officials, and communities in gold-mining areas. It has assisted workers in negotiations with the mining company and played a vital role in preventing conflicts between local miners and AngloGold Ashanti.

Governance: CdC has a general assembly of representatives from 17 member groups, which meets once per year. The general assembly selects the board of directors, which consists of five members who each serve two-year terms. The board meets once each month and issues reports to the general assembly. The general assembly selects the permanent secretary, who is the only paid staff member. CdC relies upon the voluntary work of its member groups to undertake projects and activities.

CdC has an account with BIC in Bunia. For financial, administrative, and personnel management, CdC has:

- A procedures manual with policies for financial management; hiring and personnel issues; and purchasing policies and procedures: NO
- A computerized accounting system: NO

- A clearly defined accounting process: YES
- Clear procedures for management of payroll, petty cash, procurement, and disbursements: YES
- Staff with the technical expertise to undertake projects: YES

Funders and budget: For 2010, CdC's budget was $23,180. Its sole funder was CAFOD.

Accomplishments:

- CdC helped workers from Mudogo Didi (MD) in Mongbwalu to negotiate for contracts and better wages with AGK in Mongbwalu. The MD workers were paid less than other workers doing the same or inferior work for AGK. The workers were upset about their salaries, but also by discrimination they suffered on the job. In May 2010, the workers stopped working, and CdC helped them dialogue with the company and get contracts. The workers started a union, which AGK recognized; the union has a representative who dialogues directly with the company. In January 2010, AGK agreed to a contract that CdC helped the workers to write. In addition to having a contract, the workers also received the "thirteenth month" salary as a bonus, which AGK employees received, but local workers previously did not.
- CdC helped the Civil Society of Ituri to prepare a "cahier des charges," which outlines community expectations for Caprikat, the oil company with the contract to exploit oil on Lake Albert. The document was approved at a community meeting on March 24, 2011.
- CdC has been specially consulted by SRK, the consulting firm doing the social and environmental assessments of gold exploitation in the Mongbwalu area. The final SRK report is due in April.
- In 2007, members of CdC played a key role in preventing conflict in Mongbwalu following the closure of the Adidi mine, which at that time was the most productive gold mine in Ituri. CdC members convinced angry miners to forgo a demonstration that had a high likelihood of turning violent in favor of engaging in dialogue and negotiations with the mining company.

Strengths:

- A wide range of members, including faith-based groups, women's groups, development NGOs, human rights groups, and local leaders
- A permanent secretariat and an office (which it rents from Caritas)
- Is the only organization working to hold companies and the government accountable for exploitation of natural resources, and advocating that resource exploitation benefit local communities

Needs:

- Greater cohesion among the various member groups
- Improvement of the capacities and knowledge of the member groups and its staff and leaders
- Its own office, plus greater materials to support its work

- CdC would like to attract more groups to become members and have a better distribution of member groups throughout Ituri (currently most groups are located in either Irumu or Djugu territories)

Organizational vision: Ensure that local populations and the Ituri population in general benefit from natural resources. CdC would like to see more roads, schools, hospitals, and electricity in Ituri, which can help promote social improvement.

Project proposals:

- **Building the capacities of member organizations:** CdC proposes organizing a series of trainings for its member groups, in order to improve their capacities to collect and analyze data about resource extraction, write reports on their results, and monitor and follow up on their projects. Cost: $25,000
- **Building the capacities of CdC:** CdC would like to organize trainings for its staff and governance bodies on financial, administrative, and project management. This project will also provide salary support for the permanent secretary. The goal is to improve the internal functioning and coordination of CdC. Cost: $35,000

FLEVICA—Rivers of Pure Water That Flow to Others

Location: Bunia, Ituri district, Orientale province

Contact: Jonathan Ukelo Wanok, director, +243.998.683.593, flevica@yahoo.fr

Legal status: FLEVICA is registered as an NGO with the provincial government.

History: In February 1994, members of the African Independent Church created FLEVICA (Fleuves d'eau vive qui coulent aux autres) to engage in environmental protection and socioeconomic activities. One of FLEVICA's early activities was to construct fishponds to provide sources of income to rural populations. Until the war disrupted its activities in 1998, FLEVICA created 44 fishponds and established 152 agricultural cooperatives in Irumu, Djugu, and Mahagi territories. FLEVICA's activities declined during 1998–2003 due to war, but revived after 2003, when UNDP gave it money for a variety of projects, including disarmament, demobilization, and reintegration programs for ex-combatants. In recent years, FLEVICA has been working with fishermen and other underserved populations living on the shores of Lake Albert. It also participated in a study funded by the African Development Bank and implemented by the Nile Basin Initiative, to identify ways to organize fishermen on lakes Albert and Edward to protect the lakes' natural resources.

Mission: Mobilize the local population so they can organize themselves in associations and cooperatives and become strong in the face of the region's socioeconomic challenges

Objectives:

- Support community action and initiative for grassroots-level development in the areas of agriculture, animal husbandry, fishing, economy, health, and education (literacy)

- Promote human rights, especially women's and children's rights
- Promote the conservation of nature, water, natural resources, and land

Sectors of intervention: Food security; socioeconomic development; environmental protection; human rights

Areas of operation: FLEVICA has its headquarters in Bunia, but works in the entire Ituri district, in Kisangani (where it has an agriculture bureau) and the territories of Beni, Lubero, and Rutshuru in North Kivu (with the fishermen of Lake Edward).

Populations served: FLEVICA works with people engaged in agriculture, fishing, and pastoralism. It also works with women and survivors of sexual violence, and in the past has worked with ex-combatants.

Programs:

- **Working with fishermen's cooperatives:** FLEVICA creates fishing cooperatives in villages along Lake Albert and helps them to better organize their activities to purchase new fishing equipment and sell their fish cooperatively. FLEVICA is the only NGO working with fishing populations at Lake Albert, where there are growing problems due to the large increase in fishermen since the end of the war. It requires the cooperatives to have at least 30 percent women members.
- **Working with farmers' associations:** FLEVICA supports farmers' associations by providing them with agricultural equipment and seeds to improve their production. FLEVICA also supports these associations by giving them goats and requiring repayment in kind; these goats are then used as microloans to other farmers. FLEVICA works closely with authorities from government services for agriculture and pastoralism when organizing the associations.
- **Sustainable reinsertion of ex-combatants:** FLEVICA has assisted the social and economic reintegration of former combatants in Ituri by establishing them in the livelihoods of farming, fishing, and pastoralism.

Governance: The supreme governing body is the general assembly, which consists of 41 members from FLEVICA's associations and offices, and meets once a year. The members represent the various associations that work with FLEVICA. The general assembly elects the board of directors, made up of nine members, which meets twice a year and follows up on the directives of the general aassembly. FLEVICA also has a control committee, which audits the organization's finances every six months. FLEVICA has eight permanent workers: the director, a program officer, a finance director, an accountant, a secretary, and project officers in charge of agriculture, animal husbandry, and fishing. It also relies upon the assistance of 12 volunteers and the members of its affiliated associations.

FLEVICA has an account with BIC in Bunia. For financial, administrative, and personnel management, FLEVICA has:

- A procedures manual with policies for financial management; hiring and personnel issues; and purchasing policies and procedures: YES

- A computerized accounting system: NO
- A clearly defined accounting process: YES
- Clear procedures for management of payroll, petty cash, procurement, and disbursements: YES
- Staff with the technical expertise to undertake projects: YES

Funders and budget: For 2010, Flevica's budget was $253,000. Funders included Trócaire, UNDP, Espoir Pour Tous, the African Development Bank, and FAO.

Accomplishments:

- Since 2009, FLEVICA has created 12 fishing cooperatives in villages along the shores of Lake Albert; each cooperative has at least 30 percent women.
- Between December 2003 and May 2004, FLEVICA carried out a program to help children return to school after early-2003 fighting in Bunia. FLEVICA got 2,700 boys and girls from 13 schools in Bunia to return to school.
- In 2006, FLEVICA created eight bee-keeping collectives in Aru and Mahagi territories, and in Bunia town.
- Between 2006 and 2008, FLEVICA helped nearly 200 ex-combatants transition into agriculture, fishing, and pastoral livelihoods.
- Since 2007, FLEVICA has participated in research on lakes Albert and Edward as part of the Nile Basin Initiative.

Strengths:

- Has established a large network of associations in eastern DRC
- For each project, contributes to the budget from its own funds
- Works closely with communities and grassroots groups to enable the creation and success of local initiatives
- Has its own boat on Lake Albert, which facilitates its travels on the lake and also enables it to earn a small income from transporting goods
- Has long-standing and strong relations with local communities, government officials, and donors

Needs:

- Internet access in its office in Bunia
- Greater means of transport, such as vehicles, motorbikes, and a new boat for Lake Albert
- Increasing the skills of its finance and administrative staff

Organizational vision: A world where there is an equal chance for everyone to feed their hunger, defend their rights, and enjoy the benefits of the natural resources that God placed in this region for a sustainable development

Project proposals:

- **Reinforcing institutional capacity:** FLEVICA would like to improve the functioning of its main office in Bunia and three bureaus (Kasenyi, Mahagi, and Mambasa) by acquiring Internet access for each office and providing each office with up-to-date literature on the environment, biodiversity, and agriculture. In addition, FLEVICA would like to acquire another boat for its work on Lake Albert and vehicles for each of its four offices. Cost: $172,750, including a $22,200 contribution from FLEVICA
- **Helping the Lake Albert fishing industry:** FLEVICA would strengthen the capacities of local communities and government agencies to protect fish breeding grounds in Lake Albert, which are under threat from overfishing, and enable local communities and government agencies to collect statistical data on the fishing industry, which can inform better practices and policies for managing Lake Albert's resources. Cost: $305,550, including a $22,800 contribution from FLEVICA
- **Promoting alternative livelihoods to fishing:** Since the end of the war in Ituri (2007), there has been a large increase in the number of fishermen on Lake Albert, which is contributing to overfishing and declining yields. FLEVICA has two project proposals to help fishermen transition from fishing to agriculture or goat keeping. Costs: $287,300 for an agriculture program, including a $12,000 contribution from FLEVICA; $222,550 for a goat-keeping program, including a $9,100 contribution from FLEVICA

FOMI—Women's Forum of Ituri

Location: Bunia, Ituri district, Orientale province

Contact: Jacqueline Dz'ju Malosi, coordinator, +243.994.011.086, +243.874.784.457, fomibunia2004@yahoo.fr

Legal status: FOMI is registered as an NGO with the provincial government.

History: The leaders of various women's associations formed FOMI (Forum des mamans de l'Ituri) in October 2001 to address the serious impacts of the war on women in Ituri. The initial goals of the organization were to analyze the situation of women in Ituri, denounce violence against women, and organize activities to promote women's socioeconomic status. As part of these efforts, FOMI took its message directly to the leaders of the various armed groups in Ituri and asked them to stop their violence against women and children. Another early activity involved working with COOPI, OCHA, AAA, and other international agencies to arrange for employment of local women.

As FOMI grew and spread throughout Ituri, it facilitated the formation of new women's associations and groups. Today, FOMI is the lead group in a network of organizations. FOMI is based in Bunia and has activities in Ituri's Djugu and Irumu territories. The other groups, which act autonomously but work closely with FOMI, are FOMI-Aru, covering Aru territory; Forum des mamans de Mahagi (FOMA), covering Mahagi territory; and Reseau des mamans de Mambasa (REMA), covering Mambasa territory. FOMI is currently working with international partners, including UNDP, Trócaire, and IOM.

Mission: FOMI's mission is threefold. First, FOMI aims to help women participate in and benefit from the pacification of Ituri. Second, FOMI promotes the human rights of women. Third, FOMI helps the formation of women's associations.

Objectives:

- Unite the women of Ituri and promote their involvement in pacification efforts
- Fight against violence against women, including sexual violence
- Promote local development initiatives to help women and the community
- Improve the status of women in their communities
- Popularize and defend the rights of women and children

Sectors of intervention: Human rights, but especially women's rights; sexual violence prevention and assistance to survivors; women's leadership and political participation; conflict prevention and resolution; socioeconomic reinsertion of ex-combatants; rehabilitation of infrastructure

Areas of operation: FOMI works in the entire Ituri district.

Populations served: FOMI primarily serves women, children (especially girls), and women's associations in Ituri. Indirectly, it aims to serve the entire population of Ituri.

Programs:

- **Creating women's pacifist groups:** FOMI creates pacifist groups at the village level to involve women in local conflict prevention and resolution efforts.
- **Preventing sexual violence:** FOMI organizes community meetings to encourage dialogue and promote education about the rights of women and girls.
- **Helping survivors of sexual violence:** FOMI helps women to get medical and psychological help, connects them with legal assistance, and assists them with microfinance and other support to facilitate their social and economic reintegration into their community.
- **Promoting the rights of women:** FOMI promotes women's leadership and participation in political activities at the local level.
- **Supporting women's economic development through microfinance:** FOMI supports women's autonomy through a creative microfinance program that provides seeds or goats to women, and requires repayment in kind; these seeds or goats are then used for microloans to other women. FOMI also provides small monetary loans to women. The goal of these programs is to elevate the status of women within their household and in their village.
- **Repatriating Congolese women from Uganda:** When the Ugandan army withdrew from Ituri in 2003, many soldiers took local women or girls back to Uganda. FOMI helped 20 women return to Ituri and reintegrate into their communities.
- **Reinserting ex-combatants:** FOMI assists with the social and economic reintegration of former combatants in Ituri.

- **Infrastructure rehabilitation:** FOMI is undertaking the rehabilitation of a technical school for training students in agriculture and animal husbandry at Pimbo.

Governance: The supreme governing body is the general assembly, which consists of two representatives each from 28 women's associations in Djugu and Irumu territories. The general assembly elects the board of directors, which follows up on the directives of the general assembly about FOMI's programs and projects. The general assembly also elects a control commission, which conducts organizational and project audits. The general assembly meets once per year. The board of directors meets at least twice a year by statute, but often more frequently to discuss projects and programs. FOMI has seven permanent workers—the coordinator, vice-coordinator, finance director, accountant, accountant assistant, logistician, and secretary—and six project managers. FOMI also relies heavily upon the voluntary work of its member associations.

FOMI has an account with BIC in Bunia. For financial, administrative, and personnel management, FOMI has:

- A procedures manual with policies for financial management; hiring and personnel issues; and purchasing policies and procedures: YES
- A computerized accounting system: NO
- A clearly defined accounting process: YES
- Clear procedures for management of payroll, petty cash, procurement, and disbursements: YES
- Staff with the technical expertise to undertake projects: YES

Funders and budget: For 2010, FOMI's budget was $194,000. Current funders include UNDP, Trócaire, FAO, and IOM.

Accomplishments:

- Created 162 women's pacifist groups in the Ituri district
- Organizes the activities of 90 local women's associations in the Ituri district
- Between 2006 and 2010, helped more than 2,100 sexual violence survivors obtain medical care, legal assistance, and socioeconomic support
- Provided microfinance and other socioeconomic assistance to more than 1,900 women in Ituri
- Rehabilitated a school in Pimbo (Djugu territory)
- Facilitated the return and socioeconomic reintegration of 20 Congolese women from Uganda
- Promotes women's rights throughout Ituri

Strengths:

- Is a grassroots organization that uses participatory processes for its internal organization and external programs
- Is well known and well respected throughout Ituri
- Has a range of programming to help women and promote women's power and rights

Needs:

- Greater security in rural parts of Ituri to enable FOMI to reach out to more women and women's groups
- The funds and capacity to implement all the projects and programs identified by its grassroots base
- Improvement of its internal technical capacities for finance and project management, and enhancement of its logistics division

Organizational vision: FOMI would like to extend its actions to other provinces in DRC. In addition, it would like to reinforce and enhance the work of the women's associations and organizations in Ituri, as well as expand its efforts to promote the rights of women in communities throughout Ituri.

Project proposals:

- **Help the self-sufficiency of women in Ituri through income-generating activities:** This one-year project in Djugu and Irumu territories will educate women about savings and credit, create employment for 400 women, and provide microfinance to 300 women. Cost: $76,000
- **Reinforce the capacities of 100 small networks of pacifist women in Ituri:** This one-year project will provide training to 450 women from 100 pacifist groups on subjects including women's leadership, communication, networking, and lobbying. It aims to revitalize 100 of the 162 pacifist groups created by FOMI and increase the capacities of FOMI's sister groups in Mambasa, Mahagi, and Aru. Cost: $50,000
- **Capacity building and general support for FOMI:** This one-year project provides general support to FOMI for salaries and a general meeting of FOMI and its sister groups. It would also enable FOMI to purchase a laptop, printer/scanner, car, and motorbike. The purpose of this project is to enable FOMI to better coordinate its work and visit member groups and rural communities throughout Ituri. Cost: $117,000

Groupe Lotus

Location: Kisangani, Orientale province

Contact: Dismas Kitenge, president, +243.818.990.950, +243.998.539.252, dismaskitenge@yahoo.fr

Legal status: Groupe Lotus is registered as an NGO with the national government.

History: In 1991, a group of students at the University of Kisangani started Groupe Lotus to work on human rights and good governance. Initially, they focused on monitoring human rights and governance, and producing reports. Over time, Lotus expanded to train young men and women (18 to 25 years old) to become human rights activists, through a program called Young Defenders of Human Rights. Lotus is well known and respected in DRC and internationally for its human rights monitoring and its provision of legal assistance to victims. Lotus's president is also the vice president of the International Federation for Human Rights (FIDH), which is based in Paris. Lotus has its headquarters in Kisangani and seven bureaus in other parts of Orientale province (Opala, Bondo, Yangambi, Isangi, Bafwasende, Ubundu, and Basoko). Lotus has worked with many international donors, including the National Endowment for Democracy, CTB (Belgian development agency), and COSI.

Mission: Change the norms and practices of Congolese society with respect to human rights

Objectives:

- Educate the population about their rights and obligations
- Research solutions to problems that affect society
- Defend human rights in Kisangani and the entire DRC
- Promote democracy in DRC
- Promote national and international solidarity

Sectors of intervention: Human rights (monitoring, protection, education); good governance; legal assistance; sexual and gender-based violence

Areas of operation: Lotus is based in Kisangani but has bureaus in the Tshopo, Bas Uélé, and Haut Uélé districts of Orientale province.

Populations served: Groupe Lotus serves the general population in Orientale province, but has programs specifically for human rights victims, including survivors of sexual violence.

Programs:

- **Human rights monitoring:** Lotus monitors human rights through its Kisangani headquarters and seven bureaus. It publishes regular reports about its findings, as well as private reports for the UN and other international organizations.
- **Human rights training:** Lotus provides trainings about human rights to youths, civil society organizations, local officials, and the general public. Many current Lotus staff became interested in human rights after attending Lotus's training sessions and joining its Defenders of Human Rights group.
- **Regulating conflict:** Lotus recently completed a three-year project to minimize local conflicts in Orientale province by organizing meetings that brought together different tribes, groups in dispute, etc., with the goal of reducing the likelihood of violence and armed conflict.

- **Assisting victims of human rights violations:** Lotus provides free legal and psychosocial support to victims of human rights violations.
- **Promoting democratic governance:** In 2010, Lotus undertook a project to analyze and publicize information about the government of Orientale province's budget. In 2011, Lotus is focused on the upcoming national elections and trying to energize a disillusioned electorate to participate and vote.
- **Promoting the administration of justice and the struggle against impunity:** Lotus monitors the functioning of judicial institutions in Orientale province and regularly visits local prisons (and brings food for prisoners) to monitor conditions and specific cases.
- **Protecting human rights defenders:** Lotus uses its international contacts to call attention to journalists, human rights activists, and others who are victims of human rights violations.
- **Lobbying for legislative, political, and security issues:** Lotus regularly lobbies government and international agencies to ensure respect for human rights. As an example, in 2010, Lotus participated in efforts to persuade the Ministry of Justice to create a program for the defense of human rights defenders.

Governance: The supreme governing body is the general assembly, which consists of all staff and volunteers (32 people), plus representatives from Lotus' seven bureaus (they are currently creating three more bureaus). The general assembly selects the executive committee, which consists of six members (president, vice-president, two secretaries, treasurer, and manager). Lotus has 23 staff (14 permanent staff and 9 part-time staff). All employed staff have contracts; seven are lawyers. Lotus also has nine regular volunteers.

Lotus has two accounts at Rawbank in Kisangani: one is for Lotus's grants from the National Endowment for Democracy and one is general for the organization. For financial, administrative, and personnel management, Lotus has:

- A procedures manual with policies for financial management; hiring and personnel issues; and purchasing policies and procedures: YES
- A computerized accounting system: YES
- A clearly defined accounting process: YES
- Clear procedures for management of payroll, petty cash, procurement, and disbursements: YES
- Staff with the technical expertise to undertake projects: YES

Funders and budget: For 2010, Lotus's budget was $60,000. Funders include the National Endowment for Democracy (continuously since 1997) and COSI.

Accomplishments:

- In the first three months of 2011, provided free legal assistance to 62 survivors of sexual violence
- In 2010, provided human rights training to 1,400 people

- In 2010, produced and paid for radio programs on human rights that were broadcast 140 times

Strengths:

- A large, professional, educated staff with extensive experience working in human rights
- A long history and is well established in Orientale province
- A strong management capacity developed as a result of working with international donors, including CTB (Belgian development agency) and National Endowment for Democracy

Needs:

- Sustainable funding to support its activities and retain qualified staff in the face of competition from the United Nations and other international agencies
- More material for its office, such as laptop computers and virus software; would like to have a website
- Greater in-house expertise on fund-raising—i.e., a full-time development staff person
- Greater capacity to help human rights victims
- Strengthening of networks of human rights groups
- Greater capacity for monitoring and evaluation of its work

Organizational vision: Groupe Lotus would like to achieve improved governance, accountability, and respect for human rights in DR Congo.

Project proposals:

- **Institutional capacity building:** Lotus would like to strengthen its organizational capacities by acquiring equipment (computers, printers, a vehicle), establishing a website, and training staff (various software programs, website development and maintenance, Internet security, and fund-raising). Cost: $66,000
- **Promoting democratic governance and protection of human rights:** Lotus proposes to hold a series of three-day workshops in Kisangani and rural areas of Orientale province to train 1,200 people from local civil society organizations, customary chiefs, and others about the provincial budget, the roles and responsibilities of elected officials, and human rights (with a focus on the rights of women). Lotus will also produce and pay for the broadcast of radio programs on the aforementioned topics. Cost: $100,000
- **Access to justice and struggle against violence toward women and children:** Lotus proposes to conduct workshops to train communities throughout Orientale province about the rights of women and children, and the mechanisms for reporting violations of those rights. Lotus would establish networks in rural areas to ensure greater reporting of violations and assistance to survivors, and publicize information about the rights of women and children using leaflets and radio broadcasts. Cost: $100,000

PPSSP—Program of Primary Health Care

Location: Bunia, Ituri district, Orientale province

Contact: Pitua Uzunga, Ituri bureau chief, +243.997.787.931, ppsspituri@yahoo.fr, and Benjamin Mwaka, program director, +243.815.933.167, +243.998.298.265

Legal status: PPSSP is a registered NGO with the national and provincial governments.

History: PPSSP (Programme de soins de santé primaire) was created in 2002 in Beni (North Kivu) to address the needs of people fleeing the conflict in Ituri. PPSSP was started as a consortium of three partners: the Evangelical Community in Central Africa, the Evangelical Medical Center, and the Pan-African Institute for Community Health. Tearfund was a partner of these groups and helped them organize PPSSP. PPSSP functioned initially as an emergency response mechanism addressing public health issues of displaced persons; however, it has evolved and grown and now has field offices in Bunia, Beni, and Goma, providing coverage to 18 health zones in Ituri, North Kivu, and South Kivu. PPSSP primarily works in the health sector, with a particular focus on primary health care. PPSSP has worked with many international funders, including USAID,[79] UNDP, UNICEF, and the Pooled Fund.

Mission: Contribute to the improvement of the population's quality of life through the promotion of good public health practices and the minimization of the impact of trauma caused by interethnic conflicts, civil wars, and sexual violence toward women and girls.

Objectives:

- Reduce maternal and infant morbidity and mortality
- Provide pyschosocial assistance to people traumatized by conflicts, wars, sexual violence, HIV/AIDS, and natural disasters
- Provide emergency aid in the case of natural disasters
- Promote an integral development of local communities

Sectors of intervention: WASH; public health; emergency/humanitarian response; advocacy in humanitarian sector

Areas of operation: From field offices in Bunia (Ituri), Beni (North Kivu), and Goma (North Kivu), PPSSP works in 11 health zones in Ituri, six health zones in North Kivu, and one health zone in South Kivu.

Populations served: PPSSP serves the general population through its WASH and other programs and also engages in work specifically with formerly displaced populations (returnees) and survivors of sexual violence.

Programs:

- **Well construction, rehabilitation, and management:** PPSSP works with local communities to identify drinking water sources, construct wells, rehabilitate existing wells, and establish local committees to manage wells.

[79]This paragraph uses information from Agayo Bakonzi, "The Gold Mines of Kilo-Moto in Northeastern Zaire: 1905–1960," Ph.D. dissertation, Madison: University of Wisconsin–Madison (1982).

- **Water distribution systems:** PPSSP constructs systems to deliver water from the source to communities.
- **Constructing latrines:** PPSSP constructs latrines at schools and health centers. It also uses latrine construction at primary schools to educate children about the importance of sanitation and hygiene.
- **Public education on WASH:** PPSSP works with health zones to implement government programs educating the public about clean water, sanitation, and hygiene.
- **PERE Plus:** This program assists returnees to Ituri and North Kivu with construction of wells and latrines.
- **Public health:** PPSSP works with local health zones and international donors to rehabilitate infrastructure, supply medicines, and improve the capacities of health-care workers.
- **HIV/AIDS:** In partnership with another local organization, PPSSP works in community sensitization, training of people who are working in HIV/AIDS response, and distribution of antiretroviral drugs to health zones.

Governance: Organizationally, PPSSP is governed by a general assembly, which meets once a year and provides general guidance for the organization. The general assembly includes a control commission, which oversees the organization's finances and funding. An administrative council meets twice a year and oversees the organization's operations. An executive committee executes the decisions and directives of the general assembly, control commission, and administrative council. The executive director reports to the executive committee, and directly supervises the management team, which consists of a technical director, financial assistant, logistical assistant, and administrative assistant. PPSSP has a procedures manual that governs its operations, finances, and personnel issues; it is currently revising this manual. PPSSP has 50 permanent staff, including WASH experts, and currently employs an additional 70 temporary staff and consultants.

PPSSP has an account with BIC in Bunia. For financial, administrative, and personnel management, PPSSP has:

- A procedures manual with policies for financial management; hiring and personnel issues; and purchasing policies and procedures: YES
- A computerized accounting system: YES
- A clearly defined accounting process: YES
- Clear procedures for management of payroll, petty cash, procurement, and disbursements: YES
- Staff with the technical expertise to undertake projects: YES

Funders and budget: For 2011, PPSSP has a $3.1 million budget. Funders include the European Union, the Pooled Fund, Oxfam GB, Tearfund (UK, Switzerland, Holland), UNDP, Farmamundi, UNICEF, UNFPA, Jersey Overseas Aid Commission, COOPI, and USAID.

Accomplishments:

- Improvement of drinking water sources and reservoirs in Ituri
- Construction of latrines at primary schools and health centers
- Construction of incinerators and placenta pits at health centers
- Distribution of mosquito nets impregnated with insecticide to vulnerable populations, such as pregnant women and children under five years old
- Provided counseling to and assisted the socioeconomic reinsertion of survivors of sexual violence and persons living with AIDS

Strengths:

- The personnel of PPSSP live in the communities it serves
- Retains staff with professional and technical expertise, including WASH experts, nurses, and an epidemiologist
- A successful track record of collaboration with local and international organizations

Needs:

- Greater financial stability and less reliance upon external funding. PPSSP currently responds to donor needs and cannot always pursue community needs due to lack of funding and/or donor interest.
- Greater security in the areas it works. PPSSP works in some areas that experience insecurity, and has had to abandon programs when conflict escalates or spreads; it identifies insecurity as an obstacle to its success.

Organizational vision: PPSSP aims to become a model for other NGOs in Congo and, more broadly, in Africa. It sees itself as an exemplary group that is well organized, closely attuned to community needs, and successful; therefore, it wants to assist other NGOs to achieve its level of organization and success. PPSSP also seeks to strengthen its current programs and expand these programs to meet new community needs.

Project proposals:

- **WASH project at Boga:** PPSSP proposes to construct modern latrines and wells at four schools and four health centers in the vicinity of Boga, a town in southern Irumu territory (Ituri district) that has been plagued by persistent insecurity caused by rebel activity, and consequently neglected by development programs. PPSSP will also create local committees to manage the wells and latrines and conduct community trainings on hygiene. Cost: $169,617
- **WASH project at Bambu:** PPSSP proposes to develop 20 water sources in villages in the Lailo health area near Bambu town, in Djugu territory. In addition, PPSSP will construct four latrines and four showers, and create a waste disposal system at the Lailo health center. The project will also include training on water, sanitation, and hygiene for the health center staff and local communities. Cost: $106,613

Radio Bolingo

Location: Kisangani, Orientale province

Contact: Jean-Pierre Lifoli, president, +243.812.006.522, racomkis2005@yahoo.fr

Legal status: Radio Bolingo has applied for, but not yet received, registration as an NGO with the provincial Ministries of Communication and Justice.

History: In October 2008, several journalists organized Radio Bolingo to train young journalists and give them practical experience. Several of the founders work at the University of Kisangani, which has a communications program; however, this program offers no practical experience. The founders also sought to effectively use the media to educate the general population about different aspects of development and governance; the founders view media as an educational tool. The association has 12 members (three women and nine men), who are all journalists. Radio Bolingo is currently constructing a radio station and office in the Mangobo area of Kisangani, which is an area of high unemployment and crime. Radio Bolingo's founders intentionally chose this neighborhood because they want to get local youths involved with the radio station, and to train some of them as journalists. The members of Radio Bolingo are dedicated to improving their community and to advancing the status and professionalism of journalism in Kisangani, despite many obstacles that plague their profession, including corruption and political pressure.

Mission: Train young journalists, improve the quality of journalism, and advance the socioeconomic status of journalists

Objectives:

- Give practical experience and professional training to young journalists
- Improve the professionalism of current journalists, particularly those who did not have any formal training in journalism
- Call attention to the social and economic status of journalists in Kisangani

Sector of intervention: Media

Area of operation: Kisangani

Populations served: The primary population served by Radio Bolingo's work is journalists; the secondary target is the general population.

Programs:

- **Research on journalism in Kisangani:** In February 2009, Radio Bolingo published a report titled "The socio-professional conditions of journalists in the media of Kisangani." This impressive report provides an overview of 14 radio stations operating in Kisangani. For each station, the report provides a history, an overview of programs, a list of equipment, and information about staff, including pay. Radio Bolingo completely self-financed the research and publication of the report. In 2011, Radio Bolingo is undertaking an update of this report.

- **Construction of Radio Bolingo:** The association's members are currently constructing an office and radio studio in a government building in the Mangobo neighborhood of Kisangani. The members are funding this activity, and when they are able to purchase all the necessary broadcasting equipment (hopefully by early 2012), they will start to broadcast.

Governance: Radio Bolingo has a general assembly of the 12 founding members, who serve for renewable terms of two years. The general assembly meets once a year, approves the budget, and creates the strategic plan. The general assembly selects the executive committee, which oversees the daily operations of the organization. The executive committee consists of the president, secretary, accountant, and two other members selected by the general assembly. The executive committee meets twice a month and implements the directives of the general assembly. There is no paid staff; the organization is voluntary. The 12 members participate in many different ways, from being donors to helping with the construction of the new office and broadcasting center.

Radio Bolingo has an account with Rawbank in Kisangani. For financial, administrative, and personnel management, Radio Bolingo has:

- A procedures manual with policies for financial management; hiring and personnel issues; and purchasing policies and procedures: NO
- A computerized accounting system: NO
- A clearly defined accounting process: YES
- Clear procedures for management of payroll, petty cash, procurement, and disbursements: YES, but they need to be strengthened
- Staff with the technical expertise to undertake projects: YES

Funders and budget: In 2010, Radio Bolingo's budget was approximately $5,000. This money came from three sources: members (who contribute $5 a month, or in some cases more), two small garden plots (it produces and sells rice, beans, and cassava and gives the profits to the organization), and donations (a few people who are not members have donated money).

Accomplishments:

- In 2009, Radio Bolingo completed and published a unique, quality research report on radio stations and journalists in Kisangani. They sent copies of the report to Institut Panos Paris, to the Ministry of Communications, and to all the media outlets in Kisangani.
- In 2009–10, Radio Bolingo's members conducted two free trainings on the fundamentals of journalism (e.g., how to find sources, how to present information, how to discuss and debate, how to process audio recordings on a computer) for 24 current journalists (12 journalists in each training).
- In 2011, Radio Bolingo is updating the report on journalism in Kisangani.
- Radio Bolingo has secured a space in a government building in the Mangobo area of Kisangani, where it is currently constructing an office and radio studio.

Strengths:

- Has a committed and well-trained group of journalists working for the association
- Has created their statutes and are getting other documentation (strategic plan) in order
- Has avoided any problems with the state
- Uses democratic principles within the organization and are transparent
- Provides training that is unique
- Has the ability to conduct research and publish reports

Needs:

- Materials for radio broadcasting
- Completion of construction of its office
- Transportation to enable journalists to travel for stories
- Financing so it can pay staff and run its organization properly

Organizational vision: Radio Bolingo would like to have an organization that is responsible and will take care of journalists. It would also like to improve the quality of journalism and the quality of life for journalists.

Project proposals:

- **Training of journalists to report on the elections:** Radio Bolingo would like to train journalists in Kisangani on how to collect and disseminate information related to the 2011 national elections in DRC. It proposes conducting two training sessions for 48 journalists (24 in each session) working in radio, television, print media, and Internet/blogs on how to cover the national elections in a way that contributes to debate and informed decision making by voters. Cost: $3,268
- **Helping set up a community radio station in Kisangani:** Radio Bolingo seeks assistance to complete construction of its radio station and install the necessary equipment that will enable it to begin broadcasting. The association will use the station to educate and train youths from the surrounding Mangobo neighborhood of Kisangani and create a model for responsible, objective, professional journalism. Cost: $20,000
- **Inquiry on the viability of media in Orientale province:** Building upon its unique 2009 report on radio stations in Kisangani, Radio Bolingo proposes undertaking a comprehensive research project on 58 radio and television stations in Orientale province. Radio Bolingo would assess the operations of each station and evaluate the socioeconomic conditions of journalists. Cost: $4,450

SAM—Food Security within Households

Location: Wamba, Haut Uélé district, Orientale province

Contact: Joseph Mandi, director, +243.994.341.095, mandijoseph2000@yahoo.fr

Legal status: SAM is registered as an NGO with the national government.

History: In 2005, eight people in Wamba—a very poor and isolated town in Haut Uélé district—formed SAM (Sécurité alimentaire pour les ménages) to address widespread malnutrition and kwashiorkor in and around Wamba. The food-security problems were partly related to war, which often forced people to flee and abandon their fields or animals, but also due to the extreme poverty in and around Wamba. SAM became an umbrella organization for small, local associations throughout Wamba territory. By 2010, SAM had 54 member associations consisting of 1,029 people (527 men and 502 women); in addition it worked with ten households not incorporated into associations. SAM conducts trainings with the member associations, inspects their gardens, and shares information with them about farming and food production. SAM has also built a seedling nursery, constructed latrines, improved water sources, educated populations about hygiene practices, planted trees to fight erosion, and provided functional literacy education to adults. SAM's importance is recognized as far away as Kisangani, and the Kinshasa-based newspaper Le libre débat wrote an article about SAM's work. SAM works closely with national government agencies and has posted additional information about its work at http://samrdc.skyrock.com/. SAM's only international partner is Manos unidas (Spain).

Mission: Contribute to the fight against hunger in the households of Wamba territory

Objectives:

- Increase agro-pastoral production within households
- Educate families about proper nutrition
- Provide seeds and equipment to the local population
- Fight diseases related to poor nutrition, such as kwashiorkor and anemia
- Contribute to an increase in household income
- Promote gender balance in households
- Promote and defend farmers' rights

Sectors of intervention: Food security; education; water and hygiene; environment and conservation

Areas of operation: SAM is based in Wamba town but works with groups in Wamba territory's eight collectives.

Populations served: SAM aims to serve the entire population of Wamba territory, but promotes its work as being a model for the entire DR Congo.

Programs:

- **Building the capacity of farmers:** SAM trains households about agriculture through its member associations. In 2010, SAM trained 589 people (383 men and 206 women) in agricultural techniques for the production of rice, soya, peanuts, vegetables, cassava, and palm oil. To do this, SAM has its own staff but also trained 87 trainers in 2010 (57 men and 30 women) to extend its work to different associations.
- **Supporting associations in their agriculture and animal husbandry work:** SAM gave seeds for soya, rice, peanuts, vegetables, and cassava, plus farming implements (machetes, hoes), to households via its associations. SAM visits and inspects household and association gardens. SAM also encourages households to keep pigs for food security because pigs are better adapted than goats, sheep, and cows to live in the heavily forested Wamba territory.
- **Education:** SAM teaches households to ensure that they work, produce, sell, and eat properly (some training sessions address food preparation methods). SAM trains people on the conservation of nature by showing them how to plant trees, fight and avoid erosion, and cultivate without destroying the forest. SAM also helps people to build better houses and latrines.
- **Constructing or improving water sources:** SAM constructs new water sources or improves existing ones. SAM also teaches people how to treat water so it is safe for drinking.

Governance: The supreme governing body is the general assembly, which consists of all member associations and their households. The general assembly elects the board of directors, made up of eight people, which follows up on the directives of the general assembly about SAM's programs and projects. The board of directors also serves as the management and includes the director, an agronomist, three trainers, and an office manager. There is also a control committee formed of two people, which audits the organization's finances once every two years and reports to the general assembly. SAM has four departments: agriculture and animal husbandry; water; environment and sanitation; and education.

SAM does not have its own bank account, but uses the bank account of the Catholic Diocese of Wamba. For financial, administrative, and personnel management, SAM has:

- A procedures manual with policies for financial management; hiring and personnel issues; and purchasing policies and procedures: YES
- A computerized accounting system: NO
- A clearly defined accounting process: YES
- Clear procedures for management of payroll, petty cash, procurement, and disbursements: YES
- Staff with the technical expertise to undertake projects: YES

Funders and budget: For 2010, SAM's budget was approximately $12,000, of which SAM provided $3,000 through the sale of manioc and rice from its garden plots. SAM's only external funder is Manos unidas (Spain).

Accomplishments:

- Provides assistance to, and coordinates the activities of, 54 community-based agricultural associations, consisting of 527 men and 502 women
- In 2010, trained 87 community trainers on agriculture and animal husbandry (57 men and 30 women)
- In 2010, visited 46 of its 54 member groups, meeting with 333 men and 157 women
- In 2010, SAM's agronomist visited eight associations and 66 gardens comprising 47.4 hectares (117 acres). The purpose of these visits was to measure garden size and advise the farmers on growing techniques and anti-erosion measures. SAM's agronomist also constructed a seedling nursery.
- In 2010, constructed or improved 20 water sources
- In 2010, broadcast 30 radio programs about food security, nutrition, water and sanitation, and conservation on Radio Nepoko in Wamba

Strengths:

- Staff is very knowledgeable in the food security sector
- Has national status as an NGO
- Has strong ties to, and support from, local religious and political authorities
- Has received support from Manos unidas every year since 2007
- Has its own income-generating activities, which provide approximately one-quarter of its annual budget

Needs:

- Internet access to enable it to keep up to date with trends in agriculture, water and sanitation, and conservation
- Means of transport to enable it to visit member associations and to transport and sell the manioc and rice the organization produces
- Agricultural equipment (hoes, machetes, etc.) and improved seeds (soya, peanuts, maize, beans, rice) to distribute to member associations
- Construction of a warehouse to store agricultural products
- Increasing the capacity of its staff through trainings on agriculture, education, water and sanitation, finance, and administration

Organizational vision: SAM would like to extend its work in food security, water and sanitation, and education to other parts of Orientale province and DR Congo.

Project proposals:

- **Program to boost agro-pastoral activities in Wamba territory:** SAM proposes supporting the food security of households and associations by constructing facilities to store seeds and process rice in each administrative collective of Wamba territory. In addition, SAM would purchase and distribute seeds, and help people engaged in animal husbandry and fish farming to start and/or expand their activities. Cost: $115,000
- **Campaign of functional literacy:** Over two years, SAM would like to provide functional literacy education to its members (1,029 people). This project would pay for teachers, a variety of teaching materials (e.g., audiotapes, books), and construction of semidurable structures for use as classrooms. The end goal is to increase the literacy of SAM's members, particularly among women, so they can better manage their finances and also vote without any assistance. Cost: $60,000
- **Education for orphans:** SAM would pay the school fees and provide school supplies (e.g., notebooks and pens) to 350 orphans whose parents died of AIDS. This project would also construct and equip five health centers in Wamba territory. Cost: $80,500

Securitas Congo

Location: Bunia, Ituri district, Orientale province

Legal status: Securitas is a registered NGO at the provincial level and is in the process of obtaining national registration.

History: In 2007, a group of researchers and human rights activists created Securitas in Kinshasa. The driving force behind the creation of Securitas was concern about violence perpetrated by government agents, such as the police and army. Securitas's motto is "Study and Action," signaling its dual strategy of conducting research on security sector reform and peace issues, while also engaging in projects and lobbying on these subjects.

Mission: Contribute to processes of pacification and reform of the security sector in DRC

Objectives:

- Fight against the uncontrolled proliferation of small arms
- Help citizens' participation in civil control of the security sector
- Promote reflection on the security sector
- Take action and make proposals for the reform of the security sector

Sectors of intervention: Security sector reform; human rights

Areas of operation: Securitas has offices in Bunia (Ituri), Kinshasa, and Bas-Congo province. The Bunia office engages in work only in Bunia town and its immediate surroundings.

Populations served: While Securitas theoretically serves the general population by trying to reform the security sector, it specifically works with state agents, including the police (PNC), army (FARDC), intelligence agency (ANR), migration agency (DGM), and others.

Programs:

- **Police for the Protection of Human Rights:** This program, funded by the National Endowment for Democracy, supports a government program of security sector reform by training police in Bunia about human rights, the law, and the processes of reform.
- **Research on security sector reform:** Securitas researches the progress of security sector reform and has published a booklet on private security companies in DRC.
- **Research on small arms:** In 2010, Securitas researched the proliferation of small arms in DRC through a grant from GRIP (Belgium).

Governance: The supreme governing body is the general assembly, which consists of all the members of the organization (26 persons). The general assembly meets once a year in Kinshasa and makes decisions by a majority vote on an annual plan. The executive board consists of the three bureau chiefs (from Bunia, Kisangani, and Bas-Congo) and meets annually right after the general assembly meeting to plan how to implement the general assembly's directives. Securitas has seven employees in its Bunia office, including the coordinator, a program officer, a training officer, an administrative and finance secretary, and a logistician. The main office for Securitas is in Kinshasa, where ten employees work; it also has an office in Bas-Congo.

Securitas has an account with BIC in Bunia. For financial, administrative, and personnel management, Securitas has:

- A procedures manual with policies for financial management; hiring and personnel issues; and purchasing policies and procedures: YES, but it needs to be strengthened
- A computerized accounting system: NO
- A clearly defined accounting process: NO
- Clear procedures for management of payroll, petty cash, procurement, and disbursements: NO
- Staff with the technical expertise to undertake projects: YES

Funders and budget: Currently, Securitas's only source of funding is a $31,300 grant from the National Endowment for Democracy, which runs from July 1, 2010, to June 30, 2011. Recent funders include UNDP, GRIP, and IANSA.

Accomplishments:

- Completed four three-day training sessions for a total of 150 personnel of the national police (PNC) in Bunia. These trainings focused on human rights and the law.
- Produced outreach materials for the general population and security forces on the security sector in DRC

Strengths:

- Many qualified staff in the areas of human rights, law, political science, and small arms
- Securitas cites its recognition by the government as a strength, given the sensitive nature of Securitas's work and the threat some government officials perceive from efforts to reform the security sector.
- Security sector personnel have accepted Securitas, partly because Securitas has communicated security personnel's concerns about housing, pay, equipment, and other issues to senior commanders.

Needs:

- Steady funding to support its work
- Its own office in Bunia and computers and other office equipment. Its staff of seven shares a small office with three desks housed within the compound of another NGO.
- Its own means of transport, lack of which limits its current work to Bunia and its immediate surroundings. The staff would like to have a car or motorbikes to enable them to conduct programs in rural areas and other parts of Ituri.

Organizational vision: Securitas believes the citizens of the DRC should play an active role in security sector reform. It is guided by a vision of national security that is in accordance with human development.

Project proposals:

- **Human rights training for police:** Securitas would like to expand its current program of human rights training for the national police. This one-year project would enable Securitas to conduct trainings in each of Ituri's five territories, to print leaflets about human rights for distribution to the police and the general population, and to create and distribute radio programs about security sector reform and human rights. Cost: $27,680
- **Staff support and training:** To increase the capacities and motivation of its staff, Securitas proposes a one-year project to pay and train them. Securitas would like to bring experts from Kinshasa, Goma, Europe, or the U.S. to train its staff in Bunia about current security sector reform strategies, democratic control of the security sector, and particular strategies of police reform. Cost: $29,930
- **Office equipment:** This project would enable Securitas to rent its own office for one year; to purchase office equipment, including computers, printers, and desks; and to acquire a car and a motorbike to facilitate its travel and trainings in Ituri. This project would improve the efficiency and capacity of Securitas's work. Cost: $52,652

Watsa (Town)

Watsa is the capital of Watsa territory in Haut Uélé district. Once the epicenter of a vast gold-mining operation, Watsa town is now forlorn and neglected. With no international development presence in Watsa, the population has formed numerous local associations to address urgent health, education, food security, economic development, and other needs. Due to the lack of capacity of local groups in Watsa town, this report focuses on the town itself, some of the interesting organizations that exist there, and general needs for the organizations and the town that could be addressed with international assistance.

Present-day Watsa was sparsely populated prior to the arrival in 1911 of Belgian colonial authorities. The Belgians came to exploit gold in the "Moto" goldfields, which were part of the Kilo-Moto mining operation in present-day Haut Uélé and Ituri districts.[80] The early mining period was characterized by forced labor and harsh working conditions, but over time, the Kilo-Moto company improved working conditions, built housing and a hospital for its workers, and established a few schools in Watsa for miners' children. As production in the Moto goldfields increased during the 1950s, Watsa continued to grow,[81] but after independence, gold mining entered a slow but steady decline, and industrial output was negligible by the late 1980s, when artisanal mining increased in nearby areas. During the second Congo war, the Ugandan army and some Congolese armed groups occupied Watsa and exploited gold. After 2003, when the Ugandan army withdrew, a few international groups—MALTESER and Première Urgence—showed up in Watsa and engaged in limited, fleeting projects.

In 2011, no international organizations are working in Watsa town. International development organizations have bypassed Watsa in favor of nearby areas affected by insecurity or urban centers such as Bunia and Kisangani. In their absence, many community organizations have emerged to try to stimulate development and provide basic services such as construction of water points and improvement of transportation routes. While these community groups have strong desires for a variety of local development initiatives, they lack both the organizational capacity and the financing to undertake more than simple projects. Nonetheless, local organizations and city officials have identified several critical needs in Watsa town, including construction of improved water points. Following brief descriptions of some of the community-based groups in Watsa town, this report describes two opportunities for international engagement in Watsa town.

Action for the Development and Vision of Watsa/Kilo-Moto Quarter (ADVW)
Like other organizations in Watsa, ADVW is a community group formed to undertake tinfrastructure improvements. ADVW consists of 16 members (six women and ten men), including one engineer, who live in the Kilo-Moto quarter of Watsa (not part of the SOKIMO property). Since its founding in 2004, ADVW has constructed six water sources, 4 kilometers (2.4 miles) of roads, and four gutters along those roads. When it constructs a water source, ADVW also educates the local community to protect the source from contamination. ADVW would like to construct water sources at seven unimproved sites (cost: $1,600 to $2,000 per site, including labor) and improve nine gutters along existing roads. ADVW relies upon contributions from its members and the community to conduct its work: it has no outside source of funding.
Contact: Patience Aguma-Tanzi, +243.817.441.658

[80] On the eve of independence in 1960, the territory of Watsa had a population of approximately 70,000, of whom 11,000 lived in Watsa town (including 212 Europeans).
[81] ASSAHU, which was formed in 2007, consists of ten agricultural associations in the Watsa area.
Contact: Jacqueline Bedha, +243.817.477.762

Action Group for the Development of a Bridge over the River Arebi at Dilolo (GADPAD)
GADPAD was formed in 2005 to improve the bridge over the Arebi River at Dilolo, which would enable greater trade between Dilolo, on the Watsa side of the river, and Dembu, on the far side of the river. GADPAD sought to replace a small bridge, which allowed nothing larger than a motorbike to cross, with a modern bridge. In 2006, CEFOPRO (see below) created a detailed estimate of the costs to produce a modern bridge, which amounted to $19,500 (in 2006 dollars). GADPAD collected money from local residents and received a donation of 90 planks, but was unable to secure any external (international) funds. It built a new bridge using the planks and the frame of an old truck; this currently allows cars to cross, but is reportedly not very sturdy. GADPAD has sought assistance for construction from the international mining companies in nearby Durba (formerly the Moto company, currently the Kibali company), but these efforts have proved fruitless. GADPAD seeks international assistance to complete its dream of a modern bridge, which it says will provide social and economic benefits to populations on both sides of the Arebi River.
Contact: Charles Tagamile (no phone number)

Association of Women Teachers of Watsa (AFEWA)
AFEWA was formed in 2008 to create a support network of female teachers in Watsa town and nearby villages. AFEWA consists of 150 members, who each contribute $0.56 (500 Congolese francs) each month to the organization; thus, its monthly income is approximately $83. In addition to providing a forum for female teachers to discuss issues of importance to them, such as their low pay ($45 per month), AFEWA provides grants to its members who need money when they give birth, fall ill, or experience other urgent needs. In the future, AFEWA would like to create a fund to enable orphans in the Watsa area to attend school. AFEWA estimates 50 orphans are living with relatives who lack the means to pay school fees, which are $1.67 (1,500 francs) every three months for secondary school, and $0.56 (500 francs) every three months for primary school.
Contact: Léonie Abanasi, +243.990.708.469, +243.821.649.124

Association Working for Potable Water Sources (ATRASEP)
ATRASEP was formed in 1996 to address the lack of adequate water sources in the Camp Mine area of Watsa. The association initially sought to construct proper water sources in order to reduce the number of cases of diarrhea in the Camp Mine area, which, in 1996, were reportedly high. The Camp Mine area consists of housing for employees of the national gold company SOKIMO, but SOKIMO does not maintain its facilities, leaving the inhabitants of this area to organize their own social services. ATRASEP consists of 11 members, of whom seven are on a management committee. ATRASEP has constructed two improved water sources, which it financed from donations from its members and from collecting 200 Congolese francs ($0.22) from families who would use those water sources. Among ATRASEP's members is an engineer who designed and oversaw construction of these improved water sources. For the future, ATRASEP would like to undertake work at five additional unimproved water sources in the Camp Mine area and expand its work to other parts of Watsa. ATRASEP estimates it costs $1,800 to construct one water source.
Contact: Pierre Angwandi Vonda, +243.810.703.241, +243.994.306.468

Business of Rural Promotion (FORPRORU)
In 1988, men from Watsa and Faradje who were living in Kinshasa formed FORPRORU (Fonds de promotion rurale) to promote development in their homelands. The group was active in a number of rural development initiatives, such as purchasing food-processing machines, providing books to schools, and promoting public health. Like many groups in Watsa, FORPRORU became dormant during the war years, when the Ugandan army and other groups occupied Watsa town; for example, its last general assembly meeting was in 1998. Since 2006, FORPRORU has been trying to revive itself. It relies upon the support of approximately 15 members, who live in Kinshasa and Bunia, and in the Watsa and Faradje territories. Its members are educated professionals and include teachers, an agronomist, a biologist, and a doctor. FORPRORU had no active programs in 2010, but for 2011 it has raised $900 from its members to purchase a small brick-making machine and a computer. FORPRORU plans to make bricks for the Superior Institute of Pedagogy (ISP) in Watsa, for a new school to be built on land donated by the Catholic parish. With the money FORPRORU makes from selling the bricks to ISP, it plans to purchase cement, roofing, and other materials to assist in construction of the school. FORPRORU is a registered NGO with the provincial government.
Contact: In Bunia: Godhe Pati, doctor at PNLS, +243.999.950.999, +243.819.466.166. In Watsa: Pierre Angwandi Vonda (of ATRASEP), +243.810.703.241, +243.994.306.468

Caritas Watsa
Caritas Watsa is a branch of the national Catholic development organization, Caritas. In 2009, Caritas opened an office in Watsa to assist populations in Watsa and Faradje territories who were displaced due to attacks by the Lord's Resistance Army, a Ugandan rebel group. Caritas has two programs. It distributes seeds to populations returning to their villages; in 2010, Caritas assisted 1,000 households returning to Djabir and 1,500 households returning to Awago and Tomati. Caritas's second program is an early-warning system, which uses church networks to gather and distribute information about security threats to local populations. Caritas relies upon funding from the national Caritas organization but has also received assistance from Catholic Relief Services. It currently has only one staff.
Contact: The Catholic parish in Watsa

Center of Professional Masonry Training (CEFOPRO Maçonnerie)
CEFOPRO started in 1996 to provide masonry training to young men in Watsa. During the war years, when Ugandan and other forces occupied Watsa, CEFOPRO's work was severely curtailed, but in recent years it has revived. CEFOPRO currently employs nine teachers (masons, carpenters, brick makers), who train 50 students paying $5.56 (5,000 francs) every three months in school fees. CEFOPRO provides the students with classroom learning as well as practical experience through construction of houses and rehabilitation of buildings. Because CEFOPRO uses the free labor of its students, it is able to construct buildings at a relatively low price. CEFOPRO has built four big houses and ten smaller houses, and rehabilitated buildings at the Catholic parish, the territorial government, and the nunnery. CEFOPRO boasts that SOKIMO (Society for the Mines of Kilo-Moto) or Kibali Gold currently employs 45 former students. CEFOPRO currently has one brick-making machine, but would like to acquire two more ($200 each) and a sawmill ($1,500). CEFOPRO would like to expand its activities to include teaching carpentry.
Contact: Marcolin Madrabe Akuma Amayo, president, +243.812.186.451

Community of Youth for the Development of the Milieu/Mangoro Quarter (CJDM)
In 2006, a group of youths in the Mangoro neighborhood of Watsa town organized CJDM to establish community gardens, construct water sources, and fix gutters along roads. CJDM has 25 members and a management structure; it has meetings every Sunday. CJDM has two community gardens: one for the dry season and one for the wet season. CJDM is a member of the Association of Farmers of Haut-Uélé (ASSAHU), which helps local farming organizations sell their products to the Kibali Gold company in Durba. CJDM uses the money it earns from the gardens to support its work on wells and gutters. CJDM has constructed three wells in the Mangoro neighborhood, has started work on a fourth, and has identified nine more sites that need improvement (cost is $1,800 to $2,000, depending on the well).
Contact: Agele Atakuru Donatien, executive secretary, +243.813.548.934; Mr. Adrobha, community educator, +243.810.340.052

LET US TRY! (TOMEKA)
"Tomeka" is a Lingala phrase for "Let us try." It is also the name of an association of the wives of workers for the SOKIMO gold company (see above) in Watsa. In 2004, a group of women formed TOMEKA to demonstrate the power of women and help women and their families. TOMEKA has 250 members who make small monthly contributions to the organization. Its main activity is providing money to its members' children who are pursuing higher education. In 2010, TOMEKA reports it provided $150 (total) to 21 students studying construction and management in Butembo, and gave $100 to four students pursuing medical studies in Isiro. In 2011, TOMEKA has so far sent $350 to the 21 students in Butembo. TOMEKA hopes these students will return to Watsa after their studies and contribute to the development of the town. For the future, TOMEKA would like to continue providing scholarships and also create adult learning programs where its members—many of whom have minimal schooling—could complete their primary and secondary school educations. TOMEKA is registered as an NGO with the territorial government.
Contact: Justine Voziyo, president, +243.819.569.103

Promotion of Trees and Forests in the Territories of Faradje and Watsa (PAF)
In 2001, professors in the biology-chemistry department at the Superior Institute of Teaching (ISP) in Watsa created PAF to address deforestation in Faradje and Watsa territories. PAF has six members; five work at ISP and the sixth is a priest in Tadu (Faradje territory). PAF is concerned about the rate of deforestation in this area (which has not been quantified); timber from Faradje reportedly goes to markets in Sudan and Uganda, while timber in Watsa mainly supplies local markets. Because local authorities are implicated in the timber business, PAF focuses its efforts on educating small farmers about the importance of preserving the forest and medicinal plants contained therein; PAF also promotes reforestation and tree plantations. In February 2011, PAF held a conference in Faradje town, which it hopes will breathe new life into the organization and its efforts. In the future, PAF would like to undertake a scientific study of deforestation and medicinal plants in Watsa and Faradje territories and publish the results. PAF would also like to re-create model reforestation projects. Like other associations in Watsa, PAF is registered as an NGO with the territorial government, but has no budget and functions as a voluntary organization.
Contact: Vital Kaiga Lakulu, +243.813.552.702

Project ideas:

- **Multisectoral assessment (MSA):** Given the absence of humanitarian or development work in Watsa, and the lack of organizational capacity among its groups, ECI recommends an MSA be conducted to evaluate conditions and needs for water, sanitation, health, nutrition, food security, education, protection, and shelter. The Orientale province bureau of the French NGO Solidarités International has undertaken several MSAs in other parts of the province, and reports such a study would require six staff (five national staff, one international staff) and take a maximum of six weeks (two to three weeks for the assessment, and two to three weeks for reporting). An MSA could provide baseline information that could inform future development projects and programs in the area. Cost: $20,000
- **Capacity building for local groups:** The local organizations in Watsa serve important purposes in their community, but lack the organizational capacity to scale up their work and absorb significant funding. ECI recommends a general training session be organized for the groups in Watsa (and potentially other rural areas of Orientale, such as Ango town, also profiled in this report) on such issues as creating a procedural manual, writing strategic plans and annual reports, writing a project proposal, and managing finances. ECI could coordinate such a training, drawing upon the expertise of one or more of the groups profiled in the Training Programs section of this report (see Appendix 3).

South Kivu Province

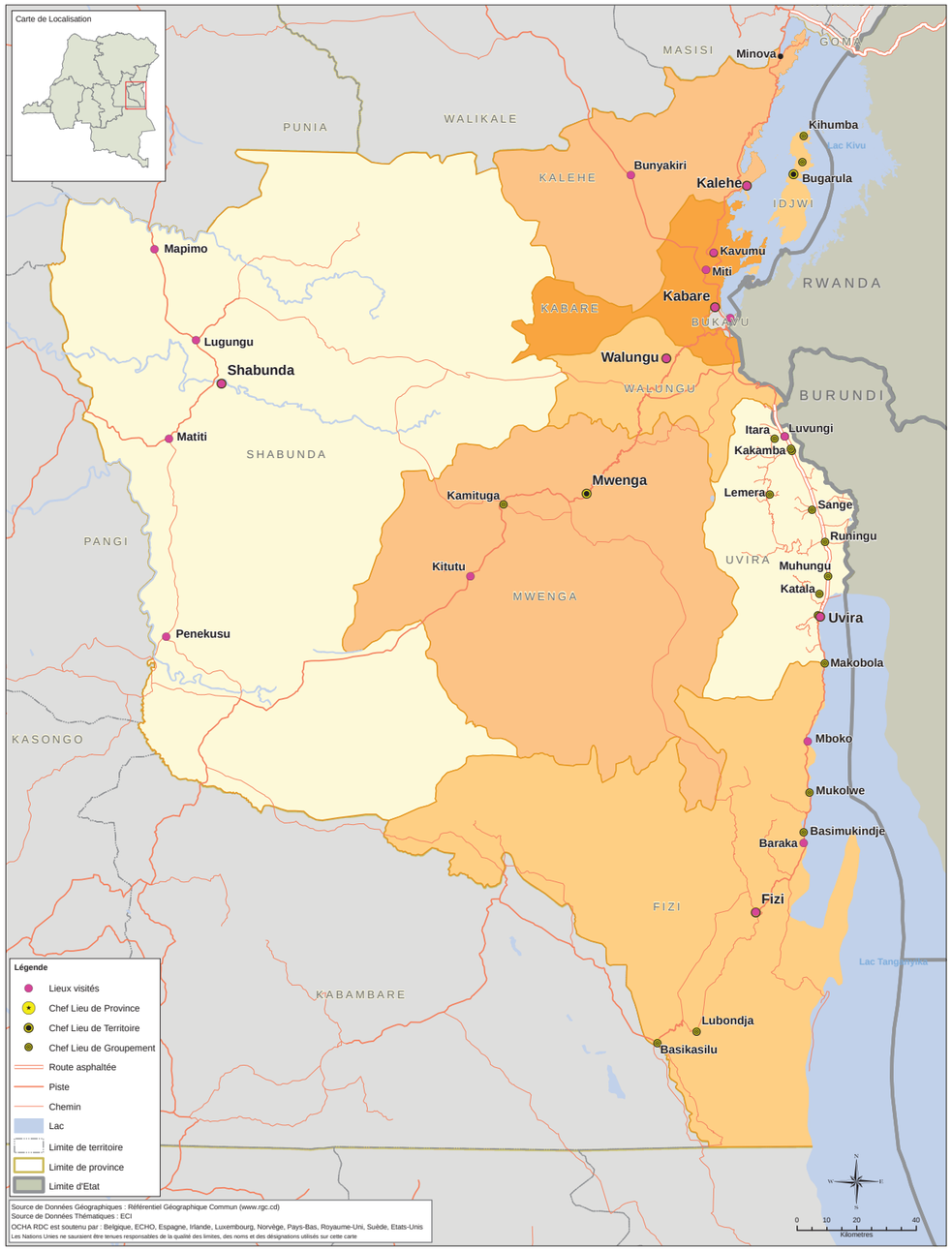

Photo previous page: Women and children crushing gold-bearing rocks, Kamituga (South Kivu).

South Kivu is known for both its breathtaking beauty and its persistent conflicts. The capital of the province is Bukavu, and other major towns include Uvira, Fizi, Shabunda, and Mwenga. There is insecurity in most parts of South Kivu, and at the end of 2010, nearly one in every seven residents was displaced. This massive displacement has caused serious food shortages in many parts of South Kivu, since people have had to abandon their gardens and animals. Adding to the problems was the government-imposed ban on artisanal mining in place between September 2010 and March 2011. The ban had several significant effects, including increasing unemployment and facilitating militarization (by government forces) of most mines, even those where there had been no prior presence of armed groups. Amidst these problems, many community-based organizations have continued to work to help women, protect human rights and the environment, and increase food security. This section provides a general overview of contemporary issues and processes in South Kivu.

Table 56: South Kivu at a glance[1]

Population (2010)	5,149,189
Major languages	French, Swahili
Number of doctors (2004)	107
Number of people per doctor (est. 2010)	26,890
Surface area	64,719 km (24,988 mi)
Cities	1
Territories[2]	8
Communes	3
Health zones	34
Under-5 child mortality rate, per 1,000 births (2007)	186
Number of street children (2004)	14,881
Percent of primary school students who are female (2002–03)	42.2%
Percent of households in which the head of household has completed primary school (2010)	13.5%

Geography and Natural Resources

South Kivu province is surrounded by North Kivu province to the north, Maniema province to the west, Katanga province to the south, and Rwanda, Burundi, and Tanzania to the east. The northeastern part of South Kivu adjoins Lake Kivu, and the southeastern region merges with Lake Tanganyika. The Ruzizi Plain dominates the landscape along the border with Burundi, while farther west the land rises to the massive Itombwe Forest, which dominates central South Kivu. The climate is hot at the lower elevations, but cooler in the hills.

[1]Situation humanitaire, Sud-Kivu, RD Congo—Monthly Humanitarian Report, http://www.rdc-humanitaire.net/attachments/article/794/OCHA%20Sud-Kivu%20Rapport%20humanitaire%20mensuel%20Mars%202011.pdf, accessed April 14, 2011; République Démocratique du Congo, Ministère du Plan, "Monographie de la province du Sud-Kivu," Kinshasa, March 2005, pp. 7, 31; unpublished DSCRP report for South Kivu, 2011, p. 28; République Démocratique du Congo, Ministère du Santé, "Plan nationale de développement sanitaire, PNDS 2011–2015," Kinshasa, March 2010, p. 21.
[2]These are Kalehe, Kabare, Idjwi, Mwenga, Walungu, Uvira, Fizi, and Shabunda.

South Kivu has many valuable natural resources, such as forests, fertile land, water (for transportation and hydropower), and minerals. International attention on the connections between South Kivu's minerals and armed conflict has obscured the land disputes that are as important as minerals, if not more so, for understanding conflict in this province. South Kivu's valuable minerals include gold, cassiterite, tungsten (wolfram), coltan, manganese, and tourmaline. Although not traditionally mined in South Kivu, diamonds have been exploited in recent years in Shabunda, in western South Kivu. South Kivu also contains Kahuzi-Biega National Park, home to endangered mountain gorillas, and the Itombwe Forest Reserve.

Gold production in South Kivu is currently artisanal and small-scale mining, but industrial operations will start by the end of 2011. There is artisanal production in five South Kivu territories (Table 57), but South Kivu's main goldfields lie within the 210-kilometer-long Twangiza-Namoya gold belt, which stretches southwest from Bukavu into Maniema province. There are no reliable estimates of the amount of gold produced by artisanal mining in South Kivu, but industrial predictions indicate large amounts of gold remain in the province's soils and rocks (see the Economy section).

Table 57: Major artisanal gold mining sites in South Kivu

Territory	Mining area
FDLR-FOCA	Kamituga, Mwenga, Kibe, Kitutu, Itombwe, Kakemenge
Shabunda	Lugushwa
Kalehe	Bunyakiri, Numbi
Fizi	Misisi, Fizi, Minembwe, Baraka
Walungu	Tubimbi, Mukungwe, Burhinyi, Luhwinja, Kanyola

The other main minerals exploited in South Kivu are cassiterite, coltan, and tungsten. The principal areas of cassiterite production in South Kivu are Shabunda and Kalehe territories; smaller amounts are produced in Walungu, Mwenga, Fizi, Uvira, and Bukavu.[3] Some important production areas lie within the boundaries of Kahuzi-Biega National Park.[4] Coltan is mined artisanally at Kitindi (Mwenga territory) and Lulimba (Fizi territory). [5] Tungsten is artisanally mined on Idjwi Island (see the Economy section). Manganese, emerald, tourmaline, and other minerals are mined in Kalehe territory.

[3]Ruben de Konig, "The Lulingu-Nzovu-Nzibira cassiterite axis," in Jeroen Cuvelier (ed.), The Complexity of Resource Governance in a Context of State Fragility: The Case of Eastern DRC, International Alert and IPIS, November 2010, p. 41.
[4]Ruben de Konig, "The Lulingu-Nzovu-Nzibira Cassiterite Axis," in Jeroen Cuvelier (ed.), The Complexity of Resource Governance in a Context of State Fragility: The Case of Eastern DRC, International Alert and IPIS, November 2010, p. 40.
[5]Ruben de Konig, "The Bukavu-Uvira-Bujumbura Gold Triangle," in Jeroen Cuvelier (ed.), The Complexity of Resource Governance in a Context of State Fragility: The Case of Eastern DRC, International Alert and IPIS, November 2010, p. 36.

Infrastructure

South Kivu's transportation infrastructure consists of roads, lake transportation, and airports. The road infrastructure in South Kivu is generally quite poor. According to the Superior Institute of Teaching (Institut supérieur de pédagogie)in Bukavu, there are 1,473 kilometers (915 miles) of roads in South Kivu accessible to cars and trucks; approximately 222 kilometers (138 miles) are paved.[6] There is a robust transportation system on Lakes Kivu and Tanganyika. On Lake Kivu, there is regular passenger and cargo transportation between Bukavu and Goma; there is also traffic with ports in Rwanda (on the east side of the lake), in Kalehe territory (on the west side of the lake), and on Idjwi Island. On Lake Tanganyika, South Kivu's main port is Uvira, although many smaller ports lie along the west side of the lake within the province. The other major ports on the lake are Kalemie (Katanga province), near Bujumbura (Burundi), Kigoma (Tanzania), and Mpulungu (Zambia). South Kivu's main airport is Kavumu, which is 34 kilometers (21 miles) from Bukavu. There are approximately 16 other operational airfields in South Kivu.[7]

As in other parts of eastern DRC, the housing infrastructure is generally poor, although it is better in urban areas than in rural zones. Bukavu is noticeably growing up and out, but many of the new structures are being built on steep slopes subject to erosion. In other larger towns, most of the best buildings are from the colonial era. The Ruzizi hydroelectric plant near Bukavu provides power to Bukavu and Uvira; in addition, this station exports power to Goma (North Kivu), Rwanda, and Burundi.[8] The Congolese government's water company (REGIDESO) runs water distribution systems in Bukavu, Uvira, Kiliba, and Kamituga.

Society: The main tribes in South Kivu are:[9]

- Bashi (Walungu, Kabare, Kalehe, and Mwenga territories)
- Barega (Mwenga, Shabunda, and Fizi territories)
- Bahavu (Kalehe and Idjwi territories)
- Bavira (Uvira territory)
- Bafulero (Uvira territory)
- Barundi (Uvira territory)
- Babembe (Fizi territory)
- Banyindu (Walungu and Mwenga territories)
- Batwa (pygmies) (Kalehe, Idjwi, Kabare, and Mwenga territories)

There has been a great deal of controversy—and conflict—over the so-called Banyamulenge population in South Kivu.[10] According to Belgian scholar Koen Vlassenroot:

[6]The paved sections are between Kamanyola and Uvira (86 kilometers, 53 miles), Bukavu and Kamuvu Airport (31 kilometers, 19 miles), Miti and Hombo (93 kilometers, 58 miles), and Bukavu and Ruzizi (12 kilometers, 7.5 miles). Of the 222 kilometers of paved road, the Congolese government classifies 149 kilometers (93 miles) as "good," 56 kilometers (35 miles) as "middle," and 17 kilometers (11 miles) as "bad." République Démocratique du Congo, Ministère du Plan, "Monographie de la province du Sud-Kivu," Kinshasa, March 2005, p. 22.
[7]République Démocratique du Congo, Ministère du Plan, "Monographie de la province du Sud-Kivu," Kinshasa, March 2005, p. 86.
[8]République Démocratique du Congo, Ministère du Plan, "Monographie de la province du Sud-Kivu," Kinshasa, March 2005, pp. 88–90.
[9]République Démocratique du Congo, Ministère du Plan, "Monographie de la province du Sud-Kivu," Kinshasa, March 2005, p. 27.
[10]See, for example, République Démocratique du Congo, Ministère du Plan, "Monographie de la province du Sud-Kivu," Kinshasa, March 2005, pp. 27–28.

> [T]here is agreement that a large group of Tutsi pastoralists had put down roots in South Kivu by the end of the 19th century. These Tutsi pastoralists first settled in the Ruzizi Plains but soon established themselves around Lemera and created the Mulenge village, named after the neighbouring mountain.[11]

Vlassenroot further notes: "Although their name never appears in the colonial archives, they are no pure invention but are the result of some of their leaders shifting the basis of their identity from the ethnic to the territorial."[12] In the mid-1990s, the Rwandan government recruited Banyamulenge for military training and incorporated many into first the AFDL and later the RCD rebel movements; however, many Banyamulenge developed a distrust of the Rwandans that later turned into open hostility.[13]

Table 58: Representation of women in South Kivu[14]

Institution (year)	Males	Females	Percent female
National assembly (2011)	30	2	6
Territorial administrators (2005)	26	1	4
State workers (2005)	3,115	422	12
Secondary school students (2002–03)	51,434	23,421	31
Primary school students (2002–03)	229,828	167,715	42

Table 59: Primary schools, total students, and percentage of female students per commune/territory, South Kivu (2002–03)[15]

Territory	Schools	Students	Percent female students
Kabere	154	65,462	41.6
Kalehe	200	48,161	36.5
Shabunda	189	2,863	42.0
Uvira	220	52,498	40.8
Mwenga	195	40,186	40.9
Fizi	210	25,627	37.7
Walungu	165	57,151	42.7
Idjwi	62	21,800	37.8
Kadutu	33	28,761	50.8
Bagira	29	21,306	50.8
Ibanda	68	33,728	48.0
Total	**1,525**	**397,543**	**42.7**

[11]Koen Vlassenroot, "Citizenship, Identity Formation, and Conflict in South Kivu: The Case of the Banyamulenge," Review of African Political Economy, vol. 29, no. 93/94 (2002), p. 502.
[12]Koen Vlassenroot, "Citizenship, Identity Formation, and Conflict in South Kivu: The Case of the Banyamulenge," Review of African Political Economy, vol. 29, no. 93/94 (2002), p. 513.

As in other parts of eastern DRC, women in South Kivu have been systematically prevented from accessing social, political, and economic power. Table 58 provides a quantitative glimpse at the situation of women in South Kivu. Table 59 provides a more local look at the situation for girls in primary schools in South Kivu.

The health sector in South Kivu has seen modest gains. The population per doctor has declined from one per 32,374 (2005) to one per 26,890 (2010);[16] however, this decline is tempered by the reported poor quality of new doctors (see the Health sector report).

Governance

Administratively, South Kivu has eight territories, 21 collectivities, and 34 health zones. For the 2006 elections, there were 1,666,615 registered voters in South Kivu,[17] or roughly 31 percent of the entire provincial population. Eighty-four percent (1,388,001) of the registered voters voted in the October 2006 presidential runoff elections; 98.3 percent voted for Joseph Kabila, and 1.7 percent voted for Jean-Pierre Bemba.[18] South Kivu's voters also selected 33 people for the provincial assembly, [19] and elected 32 people to the national parliament (two women and 30 men).

The governor of the province is Marcellin Cishambo, who is in the ruling party (PPRD).[20] Like other PPRD governors (see the Orientale province report), Cishambo is perceived by many in the population as being focused on taking money—for example, from his many tax collection points on main roads—but not on investing the money in badly needed infrastructure such as bridges and roads. Also, as in other provinces, the PPRD apparatus in South Kivu has been harassing people from the opposition political parties, including native son Vital Kamerhe's UNC party. Kamerhe, who hails from Bukavu,[21] stands to capture a major part of the presidential vote in South Kivu.

The STAREC/ISSSS process[22] is making small steps toward restoring state authority and governance in South Kivu. On March 24, 2011, the United Nations handed over three new facilities in Walungu to the provincial authorities, and plans are under way for similar construction in other areas along ISSSS's two key axes in South Kivu.[23] The Dutch government and UNOPS funded construction of buildings for the Territorial Administration, the Territorial Police, and the judiciary. With this turnover, the focus of ISSSS now shifts toward ensuring effective functioning of the government agencies.[24a]

In addition, the USAID/DRC Governing Justly and Democratically initiative is funding efforts to improve rule of law, to educate voters, and to increase civic participation in governance in South Kivu.[24b]

[13]Koen Vlassenroot, "Citizenship, Identity Formation, and Conflict in South Kivu: The Case of the Banyamulenge," Review of African Political Economy, vol. 29, no. 93/94 (2002), pp. 508–13; cf. MONUC, "Update and Assessment of Armed Groups Operating in the DRC," undated.
[14]République Démocratique du Congo, Ministère du Plan, "Monographie de la province du Sud-Kivu," Kinshasa, March 2005, pp. 35–36.
[15]République Démocratique du Congo, Ministère du Plan, "Monographie de la province du Sud-Kivu," Kinshasa, March 2005, p. 49.
[16]République Démocratique du Congo, Ministère du Plan, "Monographie de la province du Sud-Kivu," Kinshasa, March 2005, p. 7; unpublished DSCRP report for South Kivu, 2011, p. 21.
[17]Electoral Institute for the Sustainability of Democracy in Africa, "EISA Election Observer Mission Report: Democratic Republic of the Congo Presidential, Parliamentary and Provincial Elections," Johannesburg, 2007, p. 18.
[18]Electoral Institute for the Sustainability of Democracy in Africa, "EISA Election Observer Mission Report: Democratic Republic of the Congo Presidential, Parliamentary and Provincial Elections," Johannesburg, 2007, p. 102.
[19]There are 36 deputies in South Kivu's provincial assembly; three seats are "co-opted," or assigned for a constituency that did not meet the minimum population requirements. Electoral Institute for the Sustainability of Democracy in Africa, "EISA Election Observer Mission Report: Democratic Republic of the Congo Presidential, Parliamentary and Provincial Elections," Johannesburg, 2007, pp. 19, 109.
[20]For more information on Cishambo, see Jean Omasombo and Erik Kennes, République Démocratique du Congo: Biographies des acteurs de la transition (juin 2003–juin 2006) (Kinshasa: CEP; Tervuren: Musée royal de l'Afrique centrale; Lubumbashi: CERDAC, 2006), p. 44.

Economy

The economy of South Kivu is based largely on agricultural production. The main crops are maize, rice, cassava (manioc), beans, groundnuts, and cotton. In the nonforested areas of South Kivu, cows, goats, and chickens are the most common livestock; cows are not common in the forested areas. Commerce is second to agriculture in terms of importance to the South Kivu economy. The eastern part of South Kivu is oriented toward trade with North Kivu, Rwanda, Burundi, and Tanzania; western South Kivu has strong commercial ties with Maniema and Kisangani. Mining is an important livelihood in South Kivu, but the contribution of artisanal production to the gross provincial product is unknown, and it probably ranks behind agriculture and commerce in importance. The rate of unemployment varies hugely between rural and urban areas. In Bukavu, the unemployment rate is 28.3 percent, but in rural areas it stands at 6.9 percent.[25] The unemployment rate in rural areas reportedly increased dramatically as a result of the Congolese government's mining ban, which lasted from September 2010 to March 2011; however, this issue has not been adequately studied to date.

Despite the importance of agricultural production for both the economy and the people of South Kivu, the province does not produce enough food to meet the needs of its population. As shown in Table 60, there is a large deficit in production of basic food staples in the province. The main reason for this deficit is ongoing conflict in South Kivu (see the Security section). The effects include malnutrition, poverty, and dependence on food aid.

Table 60: Food needs and production in South Kivu, 2010[26]

Crop	Needs (tons)	Production (tons)	Deficit (tons)
Maize	258,696	89,967	-168,729
Cassava	233,513	208,243	-25,269
Rice	130,493	1,119	-129,374
Beans	155,676	65,338	-90,338
Total	**778,378**	**364,667**	**-413,710**

Several industrial mining operations are under way or planned in South Kivu. In the fourth quarter of 2011, Banro Corporation expects to begin industrial gold mining at the Twangiza mine.[27] Banro expects to yield 100,000 ounces per year from this site.[28] At Banro's other three sites in South Kivu—Twangiza (Luhwinja), Kamituga, and Lugushwa—the company reports 5.6 million ounces of measured and indicated resources, and 4.05 million ounces of inferred resources.[29] The Tanganyika mining company currently exploits gold and copper at a site in Fizi territory.[30] TransAfrika has been conducting exploration operations for gold at several sites in South Kivu.[31] Shamika Resources has rights to mine on Idjwi Island, in Lake Kivu, where tungsten and other minerals have been artisanally mined.[32] Local producers and traders on Idjwi Island oppose Shamika's operations and are trying to stop the company from mining.[33]

[21]Jean Omasombo and Erik Kennes, République Démocratique du Congo: Biographies des acteurs de la transition (juin 2003–juin 2006) (Kinshasa: CEP; Tervuren: Musée royal de l'Afrique centrale; Lubumbashi: CERDAC, 2006), p. 78.
[22]STAREC stands for Stabilization and Reconstruction Plan for War-Affected Areas, and is the Congolese government's plan for establishing security and supporting social, economic, and political development. ISSSS stands for International Security and Stabilization Support Strategy, and is the plan by the United Nations and key partners to support STAREC, with a focus on five key areas: improving security; supporting political dialogue; strengthening the state; facilitating return, reintegration, and recovery; and combating sexual violence.
[23]These are the Bukavu-Shabunda axis and the Bukavu-Hombo axis.
[24a]International Security and Stabilization Support Strategy, "Quarterly Report, January to March 2011," pp. 22–23.
[24b] USAID, "Democratic Republic of Congo: Governing Justly and Democratically," undated.
[25]Unpublished DSCRP report for South Kivu, 2011, p. 19.
[26]Unpublished DSCRP report for South Kivu, 2011, p. 13.
[27]Mineweb.com, "Banro confirms mine construction progress at Twangiza phase 1 gold project on schedule," April 15, 2011, http://www.mineweb.com/mineweb/view/mineweb/en/page674?oid=125131&sn=Detail&pid=102055, accessed April 21, 2011.

South Kivu has untapped tourist potential, but poor infrastructure, corruption, and insecurity are obstacles to the development of a tourist industry. The largest potential tourist sites exist along the picturesque shores of Lakes Kivu and Tanganyika, and at Kahuzi-Biega National Park, a refuge for mountain gorillas and myriad other wildlife. The provincial government has identified 17 sites of touristic interest, including caves, hot springs, waterfalls, beaches, and mines.[34]

Security

During the last 20 years, numerous local, national, and regional wars have taken place in South Kivu. The origin and conduct of these wars has been discussed in depth elsewhere,[35] but their legacies live on. Numerous actors committed atrocities and massacres,[36] causing massive death, rape, and displacement, and creating lasting animosities that affect peace and development today. As of December 31, 2010, there were 752,195 displaced people in South Kivu,[37] representing nearly 15 percent of the provincial population. Although in September 2010 the DRC government banned artisanal mining and the trade in so-called "conflict minerals" (gold, cassiterite, coltan, and tungsten), in South Kivu this had the effect of militarizing mining areas that were not previously militarized, and of providing an excuse for FARDC units to establish interests in mining production and trade. The mining ban merits further study for its actual effects on local livelihoods and security in South Kivu.

South Kivu remains a province divided. The main armed groups causing insecurity in the province are the FDLR-FOCA, various Mai Mai groups, FRF, CNDP, FNL, and FARDC.[38] Table 61 presents the estimated strength of nonstate armed groups in South Kivu as of April 2011, with the exception of CNDP (Congrès national pour la défense du peuple), which is officially part of the Congolese army.

[28]Michael J. Kavanagh, "Canada's Banro Exempt from Congo Government Mines Suspension, Company Says," Bloomberg News Service, September 14, 2010, http://www.bloomberg.com/news/2010-09-14/canada-s-banro-exempt-from-congo-government-mines-suspension-company-says.html, accessed April 21, 2011.
[29]Banro, http://www.banro.com/s/resources.asp, accessed April 21, 2011.
[30]http://www.smtrdc.com, accessed April 22, 2011.
[31]TransAfrika Resources, http://www.transafrikaresources.com/pe/dc_p.php, accessed April 24, 2011.
[32]Shamika Resources, http://www.shamikaresources.com/property_2_idjwi.cfm, accessed April 21, 2011.
[33]Jeroen Cuvelier, "Artisanal Mining and Conflict on Idjwi Island: The Case of Kamole," in Jeroen Cuvelier (ed.), The Complexity of Resource Governance in a Context of State Fragility: The Case of Eastern DRC, International Alert and IPIS, November 2010, pp. 61–62.
[34]République Démocratique du Congo, Ministère du Plan, "Monographie de la province du Sud-Kivu," Kinshasa, March 2005, pp. 76–77.
[35]Filip Reyntjens, La guerre des grands lacs (Paris: L'Harmattan, 1999); Mahmood Mamdani, When Victims Become Killers (Princeton and Oxford: Princeton University Press, 2001); Howard Adelman and Govind C. Rao, eds., War and Peace in Zaire/Congo (Trenton, NJ: Africa World Press Inc., 2004); Gérard Prunier, Africa's World War: Congo, the Rwandan Genocide, and the Making of a Continental Catastrophe (Oxford: Oxford University Press, 2009); Filip Reyntjens, The Great African War: Congo and Regional Geopolitics, 1996–2006 (Cambridge: Cambridge University Press, 2009); Séverine Autesserre, The Trouble with the Congo (Cambridge: Cambridge University Press, 2010); Jason Stearns, Dancing in the Glory of Monsters: The Collapse of the Congo and the Great War of Africa (PublicAffairs, 2011).
[36]United Nations High Commissioner for Refugees (UNHCR), "Democratic Republic of the Congo, 1993–2003," draft report (Geneva: UNHCR, June 2010).
[37]OCHA, "Democratic Republic of the Congo: Insecurity and Displacement," February 28, 2011.
[38]There are smaller armed bands that are essentially criminals; e.g., in late April 2011, a group of eight ex-PARECO and ex-FARDC members under the command of a Lieutenant Matimbu were active in Kalehe territory.

Table 61: Estimated strength of nonstate armed groups in South Kivu, April 2011[39]

Armed Group	Estimated Strength
FDLR-FOCA	1,000–1,200
FRF	100–120
Mai Mai Yakutumba	200–225
Mai Mai Kirikicho	100–150
Mai Mai Rahiya Mutomboki	75–100
FNL	35–40
Total	1,510–1,835

The largest nonstate armed group in South Kivu is the FDLR (Forces démocratiques de libération du Rwanda), which is actually a political apparatus. The armed wing of FDLR is called FOCA (Forces combattantes abacunguzi), but the political and military parts of this movement are generally referred to as the FDLR. FDLR has two political structures—known as resistance committees (RCs)—in South Kivu,[40] which carry out intelligence, raise revenue, and recruit for the armed wing. FDLR technically has four battalions in South Kivu;[41] however, its strength has been significantly weakened since 2009 as a result of military operations in South Kivu.[42] In late 2009, the FDLR (FOCA) high command authorized its battalions to build alliances with other groups; as a result, FDLR made deals with FRF and Mai Mai Yakutumba in South Kivu.[43] FDLR is currently consolidated in Shabunda, Kalehe, and Fizi territories, where they derive revenue from mining operations and taxation.

Numerous Mai Mai groups are active in South Kivu.[44] The largest of these is Mai Mai Yakutumba, which operates in Fizi, Shabunda, and Uvira territories.[45] Mai Mai Mutomboki is active in Shabunda territory and eastern Maniema province (Kabambare territory); Mai Mai Kirikicho is also in Shabunda. In early 2011, Mai Mai Kapopo were integrated into FARDC.[46]

In February 2011, FRF (Forces républicaines fédéralistes) formally integrated into the Congolese army. FRF were a small but effective force of Banyamulenge fighters who opposed the influence of CNDP and Rwanda in South Kivu.[47] The Rwandan government was reportedly a driving force behind getting the Congolese government to make a deal with FRF because Rwanda was concerned about FRF's reported links to FDLR.[48] The Rwandan government is concerned about a nascent but growing regional opposition to the Kagame regime in Rwanda, which includes Congolese Tutsis.

[39]MONUSCO briefing, Goma, April 28, 2011.
[40]These are RC 3 in Hombo-Mwenga, and RC 4 in Fizi.
[41]These are the Ninive (1st Battalion), Normandie (2nd Battalion), Niger (3rd Battalion), and Noranda (4th Battalion).
[42]See International Crisis Group, "Congo: No Stability in Kivu Despite a Rapprochement with Rwanda," Africa Report no. 165, November 16, 2010, pp. 6–8.
[43]Some sources suggest FDLR also made a deal with FNL and Mai Mai Kirikicho in South Kivu. Cf. International Crisis Group, "Congo: No Stability in Kivu Despite a Rapprochement with Rwanda," Africa Report no. 165, November 16, 2010, p. 7, fn. 56.
[44]For more information, see United Nations Security Council, "Report of the Secretary General on the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo," S/2011/20, January 17, 2011, paragraphs 5–13; United Nations Security Council, "Final Report of the Group of Experts on the Democratic Republic of the Congo," S/2010/596, November 29, 2010.
[45]International Crisis Group, "Congo: No Stability in Kivu Despite a Rapprochement with Rwanda," Africa Report no.165, November 16, 2010, p. 12.
[46]International Security and Stabilization Support Strategy, "Quarterly Report, January to March 2011," p. 16.

CNDP has been officially integrated into FARDC, but in reality it retains its own command structure and loyalty, making it an army within the army. CNDP is deployed in FARDC units in South Kivu, where it controls several important mines, particularly in Kalehe territory. CNDP is able to maintain this defiant independence because of the 2008 rapprochement between DRC and Rwanda (supported by the international community), which allowed CNDP to control mines in the Kivu provinces and live free from worry about being held responsible for their actions and crimes.[49]

FNL (Forces nationales de libération) is a Burundian group operating in eastern South Kivu. The head of FNL crossed over to DRC in August 2010 with the complicity of FARDC after losing in the Burundian elections.[50] FNL established links with Mai Mai Yakutumba and is a potential partner in an anti-Rwanda coalition, but it currently has only a few dozen fighters in its ranks.

FARDC has its 10th military region headquarters in Bukavu. As noted above, CNDP has shadow units within FARDC in South Kivu. FARDC has been implicated in many crimes in South Kivu committed during its military operations since 2009. In a widely publicized case, in September 2010, FARDC soldiers raped 24 women in Kalehe territory; 11 soldiers were subsequently convicted, which demonstrates that efforts to end impunity (driven by local and international actors) may be paying off.[51]

In addition to these many groups, residents in many rural areas have formed local defense units called Gardé d'auto-défense locale (GAD). Armed mainly with agricultural tools, these units defend their villages against all armed groups, but there have also been reports of these units harassing and stealing from passersby.

Following are profiles of 19 CBOs and one town in South Kivu province. This is not intended to be a complete inventory of all CBOs in South Kivu. There are competent CBOs not included in this report due to a variety of extenuating circumstances. This report is meant to be a tool to further explore how the international community can better partner with local organizations.

AA—Arche d'Alliance

Location: Uvira, South Kivu province

Contact: Mme. Kapinga, president, +243.997.514.484, archedalliance@yahoo.fr

Legal status: AA is a registered NGO with the national and provincial governments.

[47]United Nations Security Council, "Final Report of the Group of Experts on the Democratic Republic of the Congo," S/2010/596, November 29, 2010, 61–63; International Crisis Group, "Congo: No Stability in Kivu despite a Rapprochement with Rwanda," Africa Report no. 165, November 16, 2010, p. 12.
[48]International Crisis Group, "Congo: No Stability in Kivu Despite a Rapprochement with Rwanda," Africa Report no. 165, November 16, 2010, p. 12.
[49]International Crisis Group, "Congo: No Stability in Kivu Despite a Rapprochement with Rwanda," Africa Report no. 165, November 16, 2010, p. 4.
[50]International Crisis Group, "Congo: No Stability in Kivu despite a Rapprochement with Rwanda," Africa Report no. 165, November 16, 2010, p. 16.
[51]UN News Service, "Verdicts in latest Democratic Republic of the Congo rape trial show justice is possible—UN envoy," March 10, 2011, http://www.unhcr.org/refworld/docid/4d79c592c.html, accessed April 16, 2011.

History: In 1997, several people created AA (Arche d'Alliance, also known as Association de promotion de la paix et de défense des droits de la personne humaine en République Démocratique du Congo) to document human rights abuses committed by various armed actors in South Kivu. From the beginning, AA created local committees to monitor and report on abuses, particularly cases of torture and sexual and gender-based violence (SGBV). As AA documented more and more abuses, it extended its work to help survivors navigate the judicial system. AA further expanded to address local intra-community conflicts by creating local mediation committees, which serve as forums to address local conflicts and as mechanisms to facilitate the reporting of human rights abuses. AA also works to educate the community about human rights and its responsibility to ensure the rights of its members, along with related issues such as good governance. AA has worked with many international donors, including UNHCR, ICRC, Heartland Alliance, UNFPA, and MONUSCO.

Mission: Contribute to lasting peace through respect for human rights and to the realization of positive techniques of conflict transformation

Sectors of intervention: Human rights; peace and conflict transformation; citizen education; sustainable development

Areas of operation: Baraka, Uvira, Bukavu (South Kivu). AA is also active in North Kivu, Maniema, Mbuji-Mayi, and Kalemie.

Populations served: Victims of human rights violations and vulnerable groups of people (e.g., youth, widows, orphans, the disabled)

Programs:

- **Monitoring human rights violations:** AA focuses on identifying human rights violations, and sensitizing and training communities about their rights and the proper referral mechanisms when such rights have been abused. In addition, AA conducts a program to specifically identify and assist women and child survivors.
- **Conflict mediation:** AA is working through local committees and networks to monitor local conflicts and mediate them before they escalate or become part of broader conflict processes. AA carries out trainings for local communities and elected officials to help them monitor and mediate conflicts.
- **Judicial accompaniment:** To address persistent impunity for human rights abusers, AA initiated a program of accompaniment for victims. AA informs local communities and victims about the judicial process, and accompanies victims to report crimes and see cases through the courts.
- **Education and capacity building:** AA provides basic and advanced training for human rights activists, and builds or rehabilitates offices for its community partners.

Governance: The supreme governing authority is the general assembly, which meets once each year and determines the organization's annual programs and priorities. The assembly appoints a board of directors of five members, which meets once a month and ensures execution of the organization's programs. A control commission of three people conducts internal audits and investigations, and tracks progress against the strategic and annual action plans.

AA has 108 permanent employees in six offices. The staff includes lawyers and professional trainers. AA has two bank accounts in Bujumbura (Burundi) and one account in Bukavu. For financial, administrative, and personnel management, AA has:

- A procedures manual with policies for financial management, hiring and personnel issues, and purchasing policies and procedures: YES
- A computerized accounting system: NO, but it tracks its finances using Excel
- A clearly defined accounting process: YES
- Clear procedures for management of payroll, petty cash, procurement, and disbursements: YES
- Staff with the technical expertise to undertake projects: YES

Funders and budget: In 2010, AA's budget was $1,490,495. Funders include UNHCR, ICRC, Heartland Alliance, UNFPA, and MONUSCO.

Accomplishments:

- Created 34 local mediation committees (Comité de médiation communautaire, or CMC), which mediate local conflicts and report human rights abuses
- Created 14 women's groups, which provide support and advice for income-generating activities
- Created community groups known as the Networks of Peace (Noyaux de paix), which work with paralegals to provide a legal framework for resolving local disputes

Strengths:

- Ability to mobilize international funding and fundraise
- Good collaboration and working relationships with state and nonstate partners
- Ablilty to reach and work in a vast part of South Kivu
- Strong, professional, motivated staff
- Access to local structures that facilitate conflict resolution and human rights monitoring

Needs:

- Increased logistical resources to reach more areas
- Stronger and more qualified community personnel to manage the grassroots structures
- An increased level of funds that belong solely to AA
- More staff to reduce dependence on volunteers for community-based work

Organizational vision: A nation at peace where human rights are respected

Project proposals:

- **Supporting mediation and conciliation committees:** AA seeks funds to support its 34 local mediation committees. AA will facilitate trainings to reinforce the capacities of these groups to identify and resolve conflicts, and to educate the community about HIV/AIDS. It will also work with local authorities with the overall goal of improving peace and stability in Uvira and Fizi territories. Cost: $85,000
- **Ending impunity for sexual violence perpetrators:** AA proposes to ensure the support and prosecution of perpetrators of sexual violence in Uvira and Fizi territories, and to provide financial assistance to women during the judicial process. Cost: $60,000
- **Fighting against torture:** AA seeks funds to provide free legal assistance to victims of torture in Uvira and Fizi territories. In addition, it will educate local communities and authorities about laws on torture, and improve the capacities of its CMCs to address this issue. Cost: $100,000

AFEM—South Kivu Women's Media Association

Location: Bukavu, South Kivu province

Contact: Chouchou Namegabe, director, +243.994.157.515, chouchou@afemsk.org

Legal status: AFEM is a registered NGO with the provincial government.

History: In 2003, several women in Bukavu started AFEM (Association des femmes des médias du Sud-Kivu) in response to the lack of representation of women in all areas of public and civic life. Today AFEM is an association of 42 female media professionals in Bukavu who work to promote gender equity and endorse the advancement of Congolese women, using media outlets in South Kivu as a tool. Members of the association collaborate with partner media organizations with the aim of increasing the professional quality of female journalists and offering a platform for exchange and learning for these women. Apart from its members, AFEM has staff who work specifically on engaging rural communities in media production. They have gained a reputation, mainly through their director, as fearless purveyors of information on human rights abuses in the country, and notably, in 2009, their director testified before the U.S. Senate regarding the issue of sexual violence and its prevalence in the DRC. Their broadcast network covers North Kivu and South Kivu and parts of Rwanda and Burundi. They have worked with the National Endowment for Democracy, V-Day, and Diakonie among others.

Mission: AFEM works for the advancement of Congolese women and for gender parity in all areas of public life through available media outlets, and aims to reinforce the capacity of female media professionals.

Objectives:

- Increase the number of female journalists in South Kivu
- Provide radio programming produced by women
- Increase the professionalism of female journalists in the region

- Produce radio programming that educates communities about human rights and women's rights and catalyzes change
- Empower rural women to be involved in media

Sectors of intervention: Media; education; human rights

Areas of operation: From their office in Bukavu (South Kivu), AFEM's activities are broadcast in the Kivus and in parts of Rwanda and Burundi.

Programs:

- **Station partnerships:** AFEM works with rural radio clubs to produce broadcasts that are relevant to communities. Women participating in AFEM clubs receive training in broadcasting and editing 30-minute radio transmissions.
- **Community broadcasts:** AFEM works with FM radio stations in Bukavu and surrounding areas to air the broadcasts, paying the radio stations $50 per transmission. On average, the organization and clubs produce 12 radio transmissions each week, eight that originate from rural areas and four that originate from Bukavu.
- **Creating topical programs:** AFEM utilizes its partnerships to produce programs on a broad range of topics, including good governance, sexual violence, and human rights.

Governance: AFEM's supreme governing body is the executive board, composed of eight members, which meets twice a year, and monitors strategic progress and authorizes budgetary plans. The board of directors is elected by the general assembly and meets twice a year. The board of directors is responsible for developing overall strategic direction. AFEM has a controls commission, which oversees the administrative functioning of the organization and meets once a year. AFEM has a total of nine staff based in South Kivu and 20 part-time journalists/correspondents on the ground around the province.

AFEM has a bank account with BIC in Bukavu. For financial, administrative, and personnel management, AFEM has:

- A procedures manual with policies for financial management; hiring and personnel issues; and purchasing policies and procedures: YES
- A computerized accounting system: NO
- A clearly defined accounting process: YES
- Clear procedures for management of payroll, petty cash, procurement, and disbursements: YES
- Staff with the technical expertise to undertake projects: YES

Funders and budget: For 2010, AFEM had a projected budget of $190,000. Donors include Diakonie, Norwegian Church Aid, the National Endowment for Democracy, and V-Day.

Accomplishments:

- Listener coverage of approximately 400,000 people
- Broadcasts are heard in North Kivu, South Kivu, Rwanda, and Burundi.
- Produces 12 radio shows per week, of which eight originate from rural areas and four from Bukavu
- One of AFEM's staff was awarded the Fern Holland Vital Voices Award in 2009.
- Testified before the U.S. Senate regarding human rights abuses and sexual violence

Strengths:

- Strong network of female journalists capable of mobilizing community action
- Can produce high-quality broadcast content
- Evidence of community participation in radio production
- Internationally recognized and has experience with international donors

Needs:

- Expand partnerships beyond organizations working on women's issues to include those focusing on community transformation
- Diversify community radio clubs (this requires increased financing and human resources)
- Engage more men in advocating for gender parity
- Equipment that is portable and suited to terrain broadcasting, so AFEM can expand its production capacity

Organizational vision: Female journalists who are empowered to produce quality, professional pieces of journalism and are respected in the journalism field

Project proposals:

- **Election education:** Produce broadcasts in rural areas educating communities on the election process, seminars on the process of enrolling as a candidate, and candidate debates. Mobilize communities to monitor the election process through the radio. Cost: $70,000
- **Training for female journalists:** Provide four conferences throughout the year providing training in writing, producing, and interviewing for female journalists in North Kivu and South Kivu. Cost: $60,000
- **Rural radio clubs:** Equip rural radio clubs with voice recorders and training to produce broadcasts on subjects important to their communities. AFEM personnel will edit material for final broadcast. Cost: $25,000

CADI—Action Committee for Integral Development

Location: Uvira, South Kivu province

Contact: Majaliwa Kanazi, president of the board, +243.997.738.565, Cadidh44@yahoo.fr

Legal status: CADI is a registered NGO with the provincial government.

History: Formed in 1986, CADI (Comité d'action pour le développement intégral) was formed to address human rights violations during the Mobutu era. CADI initially helped the rural population around Uvira raise various concerns and violations with government authorities. CADI advised communities and accompanied representatives to government offices and courts. Four years after the start of the organization, CADI's activities stopped growing, and it reached a plateau with its lobbying activities. At this point it shifted toward educating the communities with which it was working on their roles and responsibilities as members of society. CADI also started to conduct human rights trainings in rural areas. CADI next began to train local paralegals and work with communities to take charge of their own protection and denounce abuses in rural areas. By 1990, the activities of CADI had moved throughout the whole of the Uvira territory, and in 1992, at the request of the population of Fizi, the organization's activities moved into Fizi territory. CADI has created 24 village development committees (VDCs), which carry out local human rights monitoring and advocacy. CADI recently expanded its work to include projects on food security and microcredit. CADI has worked with international funders such as Voisins sans frontières (VSF), Louvain Développement (LD), and Action Aid.

Mission: Defend and promote human rights

Objectives:

- Contribute to community development and tackle ignorance of the law
- Fight against injustice, exclusion, and poverty in all forms
- Promote freedom, real equality, and the empowerment of the population
- Promote active participation of the population in their communities and societies
- Promote the exchange of ideas between civil society and government in economic, social, and political life
- Promote commitment to the sustainable development of the country

Sectors of intervention: Human rights; peace; good governance; sustainable development

Areas of operation: Mainly Uvira territory, but also parts of Fizi territory

Populations served: All people, regardless of ethnicity, race, religion, gender, or age

Programs:

- **Training and dissemination of information:** CADI conducts community trainings on human rights, peace and reconciliation, democracy and good governance, HIV/AIDS, and sustainable development. It creates and distributes literature, and uses radio broadcasts to improve the range of its message. CADI also works with local authorities to reinforce their capacities and knowledge of the law and human rights.
- **Gender:** This program promotes gender equality and participation of women in leadership and decision-making processes. It targets local leaders, faith-based institutions, women's committees, and schools with seminars and participatory trainings and workshops.
- **Social research:** CADI carries out research and collects data on social inequalities and human rights violations.
- **Village development committees:** CADI mobilizes and organizes local communities to monitor human rights and promote peace and reconciliation. CADI also involves representatives from these committees in its management structure.

Governance: The supreme governing authority is the general assembly, which meets once a year and consists of 50 members (26 women and 24 men). The general assembly selects a board of directors, which meets every three months and includes members of the general assembly and the VDCs, which are part of CADI's network. The board produces a strategic plan and creates action plans for specific projects and programs. The board also appoints a control committee, which conducts internal audits and investigations. CADI has 15 permanent staff, five of whom have university degrees.

CADI has one bank account in Burundi and two accounts with the cooperatives Kalundu and MECREGO in Uvira. For financial, administrative, and personnel management, CADI has:

- A procedures manual with policies for financial management, hiring and personnel issues, and purchasing policies and procedures: YES
- A computerized accounting system: NO
- A clearly defined accounting process: YES
- Clear procedures for management of payroll, petty cash, procurement, and disbursements: YES
- Staff with the technical expertise to undertake projects: YES

Funders and budget: In 2010, CADI's budget was $102,465. Its funders are VSF, LD, and Action Aid. CADI also collects membership fees ($5 and up, depending on means) from 140 members.

Accomplishments:

- Formed 24 VDCs (22 in Uvira territory and two in Fizi territory), with a membership of 6,050 individuals
- Contributed to the establishment of a system that monitors human rights violations and a system of judicial assistance for victims of human rights abuses in Uvira and Fizi territories
- Helped 184 people with legal assistance related to human rights violations

- Between 2007 and 2010, implemented a public information campaign on good governance and, in particular, the decentralization effort of the country, and how this would affect taxation of the population

Strengths:

- Acceptance by local communities, which actively participate in CADI's programs
- Competent and well-trained staff
- Networks of village-level committees that ensure CADI meets community needs and involves community views in its planning and decision-making

Needs:

- Increased financial means
- Better organization of the general assembly
- Training in financial and project management
- Office space that is not rented

Organizational vision: Create a society without injustice or poverty

Project proposals:

- **Legal assistance for sexual violence survivors:** CADI seeks funds to enable it to provide free legal counseling and representation to 100 survivors of sexual violence in the territories of Fizi and Uvira. Cost: $10,400
- **Public education about security sector reform, impunity, and corruption:** CADI will organize trainings for the general population (civil society and local leaders) and the authorities (judicial authorities, intelligence agents, police, army, and customary chiefs) about security sector reform, impunity, and corruption. Cost: $17,830
- **Building institutional capacity:** CADI seeks funds to provide trainings for its staff and supporters to increase its administrative and financial management. This project would also enable CADI to acquire material resources, including office equipment and informational materials. Cost: $45,340

CAPES—Center of Promotion for Economic and Social Support

Location: Bukavu, South Kivu province

Contact: Emmanuel Lusambo, coordinator, +243.998.667.047, luscapes@yahoo.fr

Legal status: CAPES is a registered NGO with the provincial and national governments.

History: In September 1995, 13 founding members established CAPES (Centre d'appui pour la promotion économique et sociale) in response to the needs of vulnerable groups in South Kivu. Specifically, CAPES sought to facilitate the search for constructive solutions to problems in education, economic development, health, and food security. Over the past 15 years, CAPES has evolved and executed many projects and programs, the most impressive of which have been school construction projects undertaken in partnership with IRC and UNDP. CAPES has worked with different faith groups in South Kivu, and some of its most successful women's reinsertion programs are with mosques in the province. Throughout the years of conflict in South Kivu, CAPES became more involved with programs that focused on women who had experienced sexual violence. Specifically, CAPES helped these women reintegrate economically into their communities. Between 1998 and 2002, when South Kivu was militarily occupied, CAPES did not receive any external funding and functioned solely on membership fees of $5 per month. At this time its activities focused on the areas that were easily accessible from Bukavu. It worked with rural farmers in Kamisindi, Buriza, Bukavu, and Kabare, and supported the development of small businesses among displaced populations. Since 2003, CAPES has worked with many international partners, including UNDP, UNOPS, UNICEF, IRC, and CORDAID.

Mission: Improve the quality of life of vulnerable populations—in particular women—in South Kivu

Objectives:

- Empower vulnerable groups to increase their socioeconomic conditions and improve their quality of life
- Create small businesses and micro-enterprises for rural agricultural production
- Rehabilitate the infrastructure utilized by the local community
- Facilitate the socioeconomic reinsertion of marginalized groups
- Participate in and promote the education of vulnerable groups

Sectors of intervention: Small-business and community development; food security; education; microfinance

Areas of operation: CAPES operates in seven health zones: Nyangezi, Kaziba, Luhwindja, Burhinyi, Walungu, Kabare, and Bunyakiri.

Populations served: Vulnerable groups, especially women

Programs:

- **Construction and rehabilitation of local infrastructure:** CAPES builds or improves schools, hospitals, markets, and other social and economic infrastructure.
- **Microfinance:** Through loans to support small-business enterprises, CAPES supports the socioeconomic reinsertion of marginalized and disenfranchised youths, women who have experienced sexual violence, and other vulnerable groups.

- **Income-generating activities and food processing:** By constructing markets and installing mills and warehouses, CAPES is promoting the transformation of the population's agricultural production to increase value and decrease waste caused by post-harvest loss of produce.
- **Support of rural farmers:** CAPES supports local development initiatives that allow rural farmers to transform and store their products.

Governance: The supreme governing body is the general assembly, which meets once a year and selects the board of directors and the controls commission. The board of directors meets four times a year to decide on and develop the strategic direction of the organization, budgets, and staff. CAPES has 14 staff, including four community development experts, a hydraulics and construction expert, an economist, and an IT specialist.

CAPES has an account with BIC in Bukavu, and a cooperative account with COOPEC NYAWIRA in Bukavu. For financial, administrative, and personnel management, CAPES has:

- A procedures manual with policies for financial management, hiring and personnel issues, and purchasing policies and procedures: YES
- A computerized accounting system: NO
- A clearly defined accounting process: YES
- Clear procedures for management of payroll, petty cash, procurement, and disbursements: YES
- Staff with the technical expertise to undertake projects: YES, but they also subcontract if the need arises

Funders and budget: In 2010, CAPES's budget was $360,000. Funders include UNDP (Pooled Fund), Management Systems International (MSI), and CORDAID Holland.

Accomplishments:

- Since its creation in 1995, has supported more than 2,776 income-generating activities, and has helped to create approximately 2,000 small businesses that continue to operate today
- Over the last 15 years, has worked with more than 23 external grants for construction and social reinsertion of vulnerable members of the population
- Has built two maternity wards and six schools, installed six mills, and built two markets and numerous warehouses to encourage the storage and protection of produce

Strengths:

- Official recognition in national and provincial strategies
- Good infrastructure (has its own office and logistical equipment)
- Regular reporting and strategic meetings
- Confidence of and repeat work with their partners

Needs:

- Computerized accounting system
- More regular presence in the field, even when there is no external funding
- Increased consistency of external funding

Organizational vision: Create a rural community that is responsible, empowered, and has a good quality of life. By 2020, CAPES aims to reach 100,000 households through its work.

Project proposals:

- **Electronic accounting system:** CAPES would like to acquire accounting software, a computer and backup flash drives, and training for its staff. Cost: $2,000
- **Personnel training:** CAPES would like to train staff to monitor and evaluate projects. Cost: $30,000
- **Constructing water and sanitation facilities:** CAPES has developed a plan to install water and sanitation facilities at the schools, health centers, and markets it has already constructed. Cost: approximately $500,000

CELPA—Community of Free Pentecostal Churches in Africa

Location: Bukavu, South Kivu province

Contact: The Reverend Zacharie Lwamira, legal representative, +243.997.740.216, +243.815.315.310, lwamirazacharie@yahoo.fr, lebarhdo2@yahoo.fr

Legal status: CELPA is a registered NGO with the provincial and national governments.

History: CELPA (Communauté des églises libres de Pentecôte en Afrique) was initiated in 1922 to network Pentecostal churches in DRC. CELPA was born out of the desire to create cohesion between all of the Pentecostal churches and streamline the activities of the community-action arm of the church. The church saw CELPA's work in the community as an extension of their evangelization. It has since grown to be one of the largest local organizations in the country, with well-established management systems. Foreign missionaries mainly managed CELPA's administration until the war years, when the missionaries left and Congolese staff took over their positions.

CELPA's main objective is to improve the population's quality of life spiritually, educationally, and physically through integrated and holistic programs. The organization is headquartered in Bukavu but has offices in all the major towns in DRC, where the administrative staffs work. The programmatic staffs are constantly out in the field and in regular communication with the communities in which they are based. CELPA works closely with the Congolese government in the health and education sectors, and its staff receives state subsidies and/or tax breaks for their work. CELPA is well known for its work in psychosocial care, run through a separate program called CAMPS (Psychosocial and Medical Treatment for Victims of Violence). CELPA manages around 450 primary and secondary schools and more than 100 health facilities. In the past few years, CELPA has also started programmatic outreach to other countries in Africa (Kenya, Rwanda, Niger, Ethiopia, and Madagascar). CELPA has worked with many international funders, including WHO, UNICEF, UNHCR, and the World Food Program (WFP).

Mission: Improve the socioeconomic living conditions of the vulnerable and poor populations in the areas where CELPA is active

Objectives:

- Improve the population's spiritual, health-related, and educational quality of life through integrated programming
- Support local initiatives to construct or rehabilitate education infrastructure
- Improve the quality of education and school management through a teacher training program
- Promote peace, democracy, justice, reconciliation, and human rights
- Reintegrate former child combatants through vocational training and psychosocial support
- Promote socioeconomic development through training in agriculture and small business
- Promote the socioeconomic status and active participation of women by providing informal training courses and literacy courses
- Rehabilitate and equip health centers and provide training to medical personnel

Sectors of intervention: Health; education; community development; at-risk youths

Areas of operation: CELPA has activities in five provinces of the DRC. In South Kivu, its activities are in Bagira-Kasha, Fizi, Ibanda, Hauts-Plateaux, Itombwe, Kabare, Kalole, Kaniola, Kalonge, Kamituga, Kaziba, Kitutu, Mubumbano, Mulungu, Minembwe, Miti-Murhesa, Mwenga, Mwana, Nundu, Nyangezi, Shabunda, Uvira, and Walungu.

Populations served: The entire population of DRC

Programs:

- **Education component:** This program aims to provide quality educational services for both primary and secondary school students through the rehabilitation, construction, and equipping of infrastructure. It also seeks to improve the quality of education and teaching.
- **Health component:** This program aims to provide quality medical services to the population through the rehabilitation and equipping of rural health zones, and through the training of medical personnel. The program's large HIV/AIDS component aims to strengthen collaboration among local health authorities to reduce the infection rate and increase education about STDs.

- **Peace component:** This program aims to promote peace, democracy, and reconciliation for beneficiaries; its work is interwoven throughout CELPA's other programmatic components.
- **Reintegration component:** This program addresses the reintegration and reinsertion of former child soldiers into the community through vocational and psychosocial treatment. It also manages CAMPS, which provides psychosocial and medical assistance to survivors of violence in centers around the country.
- **Community development component:** This program promotes socioeconomic development through trainings on agriculture and rural development. These trainings primarily target women to strengthen their status in the community and improve literacy rates.

Governance: The supreme governing body of CELPA is the general assembly, which meets annually and selects the board of directors. The general assembly has close ties to church hierarchy; however, the general assembly has autonomy over the organization's operations. The board of directors meets every six months to oversee CELPA's programs and finances. CELPA has 167 employees nationally.

CELPA South Kivu has four bank accounts at the Commercial Bank in Bukavu. Their programmatic and community services have a certain level of autonomy and can manage their own accounts through local banks or cooperatives. For financial, administrative, and personnel management, CELPA has:

- A procedures manual with policies for financial management, hiring and personnel issues, and purchasing policies and procedures: YES
- A computerized accounting system: YES
- A clearly defined accounting process: YES
- Clear procedures for management of payroll, petty cash, procurement, and disbursements: YES
- Staff with the technical expertise to undertake projects: YES

Funders and budget: For 2010, CELPA's budget was approximately $1,350,000. Funders include the World Food Program, UNICEF, Christoffel Blinden Mission, PYM Norway, UNFPA, UNHCR, and WHO.

Accomplishments:

- Has a network of 650 decentralized structures that link their activities to the communities within which they work
- Runs a network of health structures that treat more than 1,000,000 patients every year
- Supports a network of educational structures that enrolls more than 800,000 students per year

Strengths:

- Educated and relevant staff (doctors, teachers, psychosocial health workers)
- Huge geographical reach (five provinces)
- Relevant administrative management for all sectors of their work
- Strong links to the community through their decentralized network of church structures
- Due to church links, has the ability to intervene even during times when other organizations leave due to insecurity

Needs:

- Better links between the church and the development programs
- Better security in the country
- More consistent sources of funding and less dependence on external financial sources; sometimes has trouble meeting its payroll
- Better access to certain health zones in insecure or enclaved areas of South Kivu
- Better access to health-care services by the population

Organizational vision: Create a society that is healthy spiritually, mentally, and physically, and is aware of its rights and responsibilities

Project proposals:

- **Water for a maternity clinic in Buruza:** CELPA seeks funds to rehabilitate the water system for the maternity clinic in Buruza. In October 2010, a mudslide destroyed the previous system, and the clinic has been without running water since then. Cost: $80,000
- **Rehabilitating water pipes at the hospital in Kaziba:** CELPA seeks funds to replace the old, rusty pipes at this hospital. This project will also construct a new water tank. This hospital serves many local patients and an orphanage. Cost: $80,000

COOPEC Muungano—The Union Savings and Credit Collective

Location: Luvungi, South Kivu province

Contact: René Shebuka Katwambeba, +243.994.930.948, +243.995.679.731, coopecmuunganoluvungi@yahoo.fr

Legal status: COOPEC Muungano is a registered NGO with the Uvira territorial government.

History: COOPEC (Coopérative d'épargne et de crédit) Muungano was started in 2009 by a group of local people who identified a lack of savings as one of the reasons for the perpetuation of poverty in Uvira territory. Before starting the cooperative, the group commissioned a study that showed how low income and lack of disposable income were hindering economic development. The cooperative

started with 30 members, each of whom contributed $150 ($4,500 total). With this money COOPEC Muungano offered loans at low interest rates and educated the local population on how savings and interest can be used to build up the local economy. Currently, the cooperative has assets of $24,228. As a financial service, they have modeled themselves on the BCC (Central Bank of Congo). However, they are fully social in their ideology, and although they are a profit-making institution, they are not beholden to shareholders.

Mission: Promote the socioeconomic well-being of the population through access to savings and credit services

Objectives:

- Promote a spirit of solidarity, mutual cohesion, and support among the members
- Encourage, support, and promote local development initiatives started for the benefit of the population
- Promote an attitude of self-reliance and self-sufficiency among the members and in the general population by endorsing savings and rotating credit

Sectors of intervention: Microfinance; community development

Areas of operation: Walungu territory

Populations served: Rural populations in Walungu territory

Programs:

- **Poverty eradication through loans:** This program acts as a microfinance service, offering loans that especially support vulnerable women and women's initiatives. The program's strategic plan includes favoring women who are commercializing their food production.
- **Sensitization on savings:** This program looks to promote the basic ideas behind the utilization and value of savings. It works with small businesses, vendors, and COOPEC clients and their contacts to introduce and explain how to use this financial service to their benefit.

Governance: The supreme governing body is the general assembly, which consists of all paying members of the cooperative. The general assembly meets annually and decides the internal and external policies of the cooperative. The general assembly selects the board of directors, which designates the director of the cooperative, oversees its management, and decides where the cooperative will invest its money (the final decision is taken by the general assembly). The cooperative also has a credit commission, which does credit checks and makes recommendations on loans. Decisions of the credit commission must be unanimous, but the commission only makes recommendations, which must then be approved by the board of directors. The controls commission (also called the surveillance council) monitors the internal finances and functioning of the cooperative. COOPEC Muungano has five full-time employees, including two financial officers and two rural-development experts.

COOPEC Muungano is in the process of opening a bank account with BIAC in Bukavu.
For financial, administrative, and personnel management, the cooperative has:

- A procedures manual with policies for financial management, hiring and personnel issues, and purchasing policies and procedures: YES
- A computerized accounting system: NO
- A clearly defined accounting process: YES
- Clear procedures for management of payroll, petty cash, procurement, and disbursements: YES
- Staff with the technical expertise to undertake projects: YES

Funders and budget: COOPEC Muungano is funded by the 243 members of the organization and has current assets of $24,228.

Accomplishments:

- Grew the cooperative's assets from $4,500 to $24,228 in just one and a half years
- Grew the cooperative's members from 30 to 243 in just one and a half years

Strengths:

- Founding members who are economically active in the community
- Owns a safe
- An increasing rate of savings
- The trust of the authorities and the local population

Needs:

- An accounting system relevant to microfinance
- Institutional and organizational capacity building
- Increased resources to access more of the population
- Training for all management bodies within the organization

Organizational vision: Improve the individual and collective socioeconomic situation in the region

Project proposals:

- **Building institutional capacity:** COOPEC Muungano seeks funds to provide training for its staff and governance bodies on financial and administrative management. It will also purchase new office equipment such as computers and printers to improve the cooperative's administration. Cost: $25,000
- **Construction of a secure building:** The cooperative currently rents an office that is inadequate for its needs and security. COOPEC Muungano would like to construct and outfit a new building in Luvungi to better function and serve the community. Cost: $68,000

- **Extension of microcredit:** COOPEC Muungano seeks funds to enable it to expand microcredit access to 1,500 households organized into 105 associations in Kamanyola, Luvungi, and the Ruzizi Plain. Cost: $98,000

EU—Children of Uvira

Location: Uvira, South Kivu province

Contact: Vincent Elocho Kipanga, coordinator, +243.998.875.273, elochov@yahoo.fr, blog: http://enfantsduvira.blog4ever.com

Legal status: EU is a registered NGO with the provincial government.

History: EU (Enfants d'Uvira) began in 2006, when a young Congolese man who had studied in Belgium returned home to Uvira and decided to address the inability of many families in South Kivu to pay for their children's school fees. The founder contacted friends and acquaintances in Belgium and secured funding for 56 children. What started as an ad hoc program of assistance blossomed into a network that spanned several European countries and led to the formalization of the group. Today, EU manages a small library in Uvira, which also serves as its office. It has partnerships with ten schools in Uvira, Fizi, Bukavu, and Bujumbura (Burundi), where sponsored children attend school. To decrease its dependence on individual donors from Europe, EU has planted cassava, which it sells for revenue. EU is a young and promising organization that serves important community needs, but it needs better organizational structures and practices to improve the quality and scope of its work. The organization is largely driven by its founder, who has the vision and the contacts in Europe to maintain funding, but he has not yet divested power to others within the organization. EU works with many individual European donors but has not worked with any international organizational funders.

Mission: Equip youths with the tools necessary to become independent and responsible members of society

Objectives:

- Improve the level and quality of education for children in Uvira
- Promote the literary and artistic capacities of children in Uvira
- Awaken the spirit of creativity, curiosity, and initiative among children in Uvira
- Encourage and promote educational exchanges between children in Uvira and children around the world

Sectors of intervention: Education; at-risk youths; conservation

Areas of operation: Uvira, Nundu, Bukavu, and Bujumbura (Burundi)

Populations served: Children living in extreme poverty, their families, and their communities

Programs:

- **Library:** EU manages a small library in central Uvira. It is the central base for EU's activities and has 600 paying members ($3 a year for children, $1 a month for families). By monitoring the library books borrowed, EU has the opportunity to engage and build relationships with families in the community, and to observe and open dialogues about a wide range of attitudes and practices.
- **School fees:** Through a European-based sponsorship program, EU pays the school fees of children whose families cannot afford to pay for their education. The main mission of EU is to build responsible and engaged members of society through investing in what they believe is the social fabric that will build the future: children.
- **Sanitation and composting:** EU wants to build communities where children grow up in pleasant surroundings and engage with an environment that they are encouraged to protect. EU has a program, in an embryonic stage, for individuals in the Uvira area to compost household waste and plant greenery and flowers in public spaces.
- **Sports and healthy living:** EU aims to educate young people about the importance of comprehensive health, both physical and mental. To this end, EU has started a weekly sports program involving walking, hiking, and playing sports such as football (soccer). Although this program is not financed, it embodies the ideology of EU and its desire to build healthy and educated individuals who realize the importance of maintaining a healthy lifestyle.
- **Microcredit:** EU offers small-business development loans to families whose children are being supported with school fees.
- **Demonstration fields:** EU has several fields in Makobola, just outside Uvira. EU staff and volunteers plant cassava, oranges, mandarins, and eucalyptus. Their long-term plan is to sell the fruit and the eucalyptus wood to obtain revenue. EU currently obtains approximately $1,500 a year from the sale of cassava. One field is also used as a demonstration field where local families can learn about different agricultural practices and products.

Governance: The supreme governing body is the general assembly, which meets every three months and is composed of parents of the children who are benefiting from scholarships. The general assembly assigns work to a board of directors, but the founder, without a participatory process, selects the board. The founder recognizes the need to change this process. EU has five employees, including a librarian/IT expert, a teacher, and a trained accountant.

EU has one account with Interbank in Bujumbura (Burundi), and a cooperative account in Uvira. For financial, administrative, and personnel management, EU has:

- A procedures manual with policies for financial management, hiring and personnel issues, and purchasing policies and procedures: NO
- A computerized accounting system: NO
- A clearly defined accounting process: NO
- Clear procedures for management of payroll, petty cash, procurement, and disbursements: YES, but they need to be strengthened
- Staff with the technical expertise to undertake projects: YES

Funders and budget: For 2010, EU's budget was approximately $25,000. EU has 174 individual sponsors in Europe. It supplements the funding from its sponsors with sales of cassava and library membership fees.

Accomplishments:

- Has paid school fees for 400 children at ten schools
- Has established a library, which has 600 paying members
- Has planted approximately 33,000 trees and fruit bushes
- Has started a progressive initiative to clean up residential areas, create green spaces, and start a composting program for household waste

Strengths:

- Dynamic, sincere, and committed employees
- Strong partnerships with sponsors in Europe, the families of children who are receiving scholarships, and the schools attended by sponsored children
- Organizational capacity to establish and maintain a library

Needs:

- Electronic accounting system in French
- Better communication with donors in Europe
- More books for the library
- Capacity building for staff
- Increased resources with which to pay competent employees, who will share responsibility for managing and guiding the strategic direction of organization
- Qualified employees who can help facilitate decentralization of the organization

Organizational vision: Create a peaceful community with educated children

Project proposals:

- **Cleaning up and composting in Uvira:** EU will organize youths in the Kimanga quarter of Uvira town to clean up the garbage that litters the area's streets and rivers, plant flowers and shrubbery to beautify the area, and start a household composting program. Cost: $2,670
- **Youth center in Uvira:** EU will purchase a plot in the Kimanga quarter of Uvira, where it will construct a youth center. The center will have facilities and equipment for basketball, volleyball, ping-pong, and other activities. It will have a library stocked with books, a screen and equipment to show movies, a small stage for theatrical performances, and a good supply of board games. The center will enable the youths in this area to engage in fun and educational activities, and give them a refuge from the streets. Cost: $185,000

- **Tree planting in Uvira:** EU will organize youths to plant bamboo to counter erosion along riverbanks and roads, and to plant jatropha to counter erosion on Uvira's hills. This project will enhance environmental protection and aesthetics in Uvira. Cost: $14,310

GEADES—Group of Study and Action for the Development of South Kivu

Location: Mboko, Uvira territory, South Kivu province

Contact: Ndjala Nzale, executive secretary, +243.812.983.693, geades2002@yahoo.fr

Legal status: GEADES is a registered NGO with the provincial government.

History: GEADES (Groupe d'études et d'action pour le développement de Sud-Kivu) was formed in 1988 as an umbrella organization for numerous small organizations seeking to improve their networking, solidarity, and power. From the start, GEADES has organized agro-pastoral associations and focused on food security and microcredit. Although many NGOs in South Kivu undertook humanitarian work during the wars, GEADES has maintained its singular focus on working with local farming associations. GEADES supports local initiatives with technical advice, and provides referrals for assistance when it does not possess in-house expertise. GEADES also implements a new type of microcredit system called MUSO (mutual solidarity organization), whereby rotating profits from loans are given to different people in a cyclical fashion, and they can use this money for any purpose (personal or livelihood). GEADES also helps to form local associations.

As GEADES's reputation has grown, it has received requests from groups of rural people who want to form an association for microfinance, food security, or agro-pastoral development. GEADES consents to such requests only after undertaking a needs assessment and evaluation of the potential group's intent. If GEADES agrees to help the group form an association, it generates a contract with clear terms of agreement, which both parties must sign. Each year, GEADES selects local organizations with which it will work; currently GEADES partners with 24 local organizations.

Mission: Promote mechanisms of self-sufficiency that will improve the socioeconomic conditions in South Kivu

Objectives:

- Improve the quality of life of the population affected by conflicts and epidemics in South Kivu
- Contribute to increased food security among rural populations by increasing agro-pastoral production and household income
- Investigate the socioeconomic conditions of rural populations in South Kivu, and report the results
- Support groups of rural farmers through training, technical advice, and financial assistance

Sectors of intervention: Food security; microcredit; rural farming; MUSOs

Areas of operation: Fizi, Mwenga, and Uvira

Populations served: Rural farming associations

Programs:

- **Reinforcing organizational capacities and structures:** GEADES helps form local organizations and assists them in strategically planning their activities.
- **Supporting increased agro-pastoral production and quality:** GEADES responds to requests from its member associations to provide technical assistance to improve the capacities of local groups. GEADES also distributes improved seeds to local associations, and provides training so farmers can achieve increased productivity. Finally, GEADES facilitates the training of local veterinarians, in response to association requests.
- **Protection of the environment:** GEADES organizes informational sessions with local and provincial authorities regarding protection of the environment, and produces literature on this topic. GEADES encourages and facilitates reforestation by producing and distributing seedlings.
- **MUSOs:** GEADES is leading the implementation of MUSOs in South Kivu. It facilitates training on system creation and management, and provides and/or facilitates technical advice during planning and implementation by affiliated local associations.

Governance: The supreme governing body is the general assembly, which appoints the board of directors. The board meets three times a year, implements the directives of the general assembly, and oversees GEADES's work. A control commission selected by the general assembly conducts an annual audit and oversees the organization's internal structures. GEADES has five permanent staff, including an agronomist and a rural development expert.

GEADES has an account at BIC in Bukavu. For financial, administrative, and personnel management, GEADES has:

- A procedures manual with policies for financial management, hiring and personnel issues, and purchasing policies and procedures: YES
- A computerized accounting system: NO
- A clearly defined accounting process: YES
- Clear procedures for management of payroll, petty cash, procurement, and disbursements: YES, when they have external funding
- Staff with the technical expertise to undertake projects: YES

Funders and budget: For 2010, GEADES's budget was approximately $117,000. Funders include ZOA Holland, Entreaide et fraternité, and CCFD.

Accomplishments:

- Between 2009 and 2010, helped a total of 24 organizations obtain their technical papers and registration at the local level
- Was the first NGO to distribute an improved variety of cassava (sawa–sawa) in the Mboko area. This variety is modified for increased resistance to the mosaic virus.
- Supported the distribution to the population of a variety of palm that produces greater quantities of palm oil
- In 2010, carried out 144 monitoring and evaluation projects
- In 2010, organized 43 meetings between local organizations and technical experts

Strengths:

- Several founding members who still serve on the executive committee
- Continues to function whether it has external funding or not, due to its income-generating activities and the sustainable nature of its work with local organizations
- Owns the property that houses its office
- Strong visibility and support in rural communities

Needs:

- Reinforcement of technical capacities of employees
- More fiscal resources
- Better knowledge of regulations and laws, especially with respect to MUSOs
- More assessment and exchange meetings with local organizations
- Better communication equipment and mobile phone network coverage; at present, uses a mobile phone service provider from Burundi
- More logistical equipment to distribute food, seeds, and tools

Organizational vision: Improve the quality of life of rural farmers

Project proposals:

- **Building organizational capacity:** GEADES seeks funds to improve the financial, administrative, and project management of its staff; provide its office with Internet access; and improve its logistical capacities. Cost: $64,000 (for three years)
- **Improving palm oil production in rural areas:** GEADES will work with members of a palm oil cooperative to rehabilitate two oil presses in Fizi territory. It will also train workers to maintain the equipment and better manage finances related to the presses. Cost: $50,000

GHB—Groupe Hirondelles Bukavu

Location: Bukavu, South Kivu province

Contact: Jean-Bedel Kaniki or Blaise Bayubasire, +243.998.858.181, +243.853.296.67, hirondelles.bukavu@gmail.com

Legal status: GHB is a registered NGO with the provincial government.

History: In 2006, two lawyers in Bukavu unofficially started Groupe Hirondelles Bukavu to assist the lesbian, gay, bisexual, transgender, and intersex (LGBTI) population. Many people in DRC believe that heterosexuality is the norm, and that any deviations are imported from European or other cultures. Traditional beliefs and Christian views have caused widespread discrimination and even violence against LGBTI people in DRC. Even the many human rights groups active in South Kivu ignored this reality. The founders of GHB investigated the LGBTI population and found that in addition to suffering violations of their rights, this population was engaging in risky behavior because of its need for secrecy and general ignorance about methods of disease transmission. The founders also discovered that in DRC the laws on sexual orientation are not as extreme as in other African countries. For example, homosexuality is not considered illegal in DRC; however, GHB found that most arrests are made on account of "disturbing the peace" and causing a scene. GHB's knowledge of the law has mitigated conflicts with the government, but some church groups oppose the existence of GHB and try to convince GHB's staff to give up their work. GHB's governance bodies and staff include people from a variety of backgrounds, including nonhomosexuals. GHB has worked with international groups such as Global Rights and GiZ (formerly GTZ); in addition, it works with SOFIDE (a Congolese organization working on HIV/AIDS).

Mission: Fight against discrimination based on sexual orientation, gender identity, and the manner in which people experiment with their gender, perceived or otherwise, and promote sexual rights and the right to sexual health

Objectives:

- Promote the well-being of LGBTI people in Bukavu
- Mobilize the LGBTI community in Bukavu
- Encourage human rights organizations to mainstream the issue of the rights of LGBTI people
- Provide counseling and guidance to LGBTI people who are facing difficulties
- Defend the rights of the LGBTI population

Sectors of intervention: Human rights; sexual and reproductive health and rights

Areas of operation: Bukavu, Uvira

Populations served: Lesbian, gay, bisexual, transgender, and intersex people

Programs:

- **Forums of exchange and debate on the realities of the lives of LGBTI people:** GHB organizes meetings to provide a space for people to discuss and learn from each other the realities of life for a person who is LGBTI, and to promote better understanding between all people of different sexual orientation.
- **Monitoring against abuses:** GHB researches cases of human rights violations, and takes one or more of three approaches: denunciation, initiation of judicial procedures, or community education. GHB has two human rights monitors who travel throughout Bukavu every week to meet with members of the LGBTI community and monitor rights abuses and community perceptions.
- **Raising awareness of HIV/AIDS and risky behavior among the LGBTI community:** GHB organizes seminars and meetings with the LGBTI community to discuss issues of sexual health, STDs, and responsible sexual behavior.

Governance: The supreme governing body is the general assembly, which consists of 50 members, meets annually, and selects the board of directors. The board of directors has four members and develops strategic plans and budgets, which are ratified by the board of directors. The general assembly also selects a control committee, which conducts an annual audit and other investigations. GHB has six permanent employees, including two lawyers and one medical student.

GHB has a bank account with ECOBANK in Bukavu. For financial, administrative, and personnel management, GHB has:

- A procedures manual with policies for financial management, hiring and personnel issues, and purchasing policies and procedures: YES
- A computerized accounting system: NO
- A clearly defined accounting process: YES
- Clear procedures for management of payroll, petty cash, procurement, and disbursements: YES
- Staff with the technical expertise to undertake projects: YES

Funders and budget: For 2010, GHB's budget was $10,100. Funders include Global Rights and KIOS (The Finnish Organization for Human Rights).

Accomplishments:

- Recently extended its activities to the town of Uvira in South Kivu. Six people who are LGBTI organized themselves into a group under the label GHB and facilitated a forum of exchange and discussion on human rights and sexuality.
- Made a major contribution to the mobilization of Congolese civil society against a proposed law to criminalize homosexuality in DRC
- In 2010, monitored and followed through the documentation of 16 violations of human rights committed against people who are LGBTI

Strengths:

- Run by lawyers
- Increasing visibility and passage of time are slowly leading to community acceptance.
- Unique in its work
- Support from the international community

Needs:

- The creation of a network on sexual rights
- More resources to train the community on the realities of people who are LGBTI
- Opportunities for advocacy to defeat discriminatory laws
- Increased resources to address the needs of people who are LGBTI

Organizational vision: Create a world where all humans and their rights are respected.

Project proposals:

- **Community education about homosexuality:** In part to oppose recently introduced national legislation that would ban homosexuality in DRC, GHB proposes organizing community meetings to educate the public about homosexuality; conducting specific informational sessions with local political, social, and religious leaders; and promoting its "ten reasons to not criminalize homosexuality in DRC" campaign. Cost: $30,000
- **Building institutional capacity:** GHB seeks funds to sustain its activities, maintain its office, and train and support its staff, particularly its community liaisons. Cost: $25,000

GRAD—Action Group for Development

Location: Fizi, South Kivu province

Contact: Jules Lwesso, +243.998.675.530, gradfcp@gmail.com

Legal status: GRAD is a registered NGO with the provincial and national governments.

History: GRAD (Groupe d'action pour le développement) formed in 2006 on the initiative of local action committees (LACs) in the Kenya valley of south Fizi territory. All of the villages in the Kenya valley had LACs to discuss community needs and plan programs and projects, but individually the LACs lacked the power to attract significant support. GRAD serves as a forum for the LACs to discuss their common needs and take collective action. The LACs decided the development and/or rehabilitation of infrastructure was the most important need in their region. GRAD has therefore focused on infrastructure development, but it has also worked on food security by distributing seeds, tools, and food in collaboration with a women's group. GRAD plans its activities in accordance with the provincial poverty-reduction strategy plans and with awareness of the UN Millennium Development Goals.

Mission: Mobilize the population of the DRC to work together for the construction of the country

Objectives:

- Create unity for and promotion of social, economic, and cultural progress
- Implement humanitarian activity
- Promote education, agriculture, health, and other priorities, as identified by communities
- Promote sustainable development so the population can realize its full potential
- Promote local savings schemes
- Ensure civic education and advocate peace and good governance
- Promote environmental protection and conservation

Sectors of intervention: Rehabilitation of infrastructure; food security; environmental protection; small-business development

Areas of operation: Fizi territory

Populations served: Everyone, according to need

Programs:

- **Infrastructure development:** GRAD has used international funding to construct or rehabilitate transportation, commercial, and social infrastructures in the Fizi area. GRAD has worked on dikes, a port, markets, schools, and a stadium.
- **Food security:** GRAD has distributed seeds, tools, and food; however, it sees its infrastructure work as also aiding the cause of food security through increased access to markets, greater security, and economic development.

Governance: The supreme governing body is the general assembly, which meets annually and is composed of members of GRAD's LACs. This structure enables the grassroots players to guide the organization's programs and projects. The general assembly selects the board of directors, which meets every three months. The LACs meet weekly to discuss their activities and organize motions for consideration by the board or the general assembly. There are 25 full-time employees and more than 350 daily workers employed at any one time in infrastructure and construction jobs.

GRAD has an account with Trust Merchant Bank (TMB) in Bukavu. For financial, administrative, and personnel management, GRAD has:

- A procedures manual with policies for financial management, hiring and personnel issues, and purchasing policies and procedures: YES, but practices need to be strengthened
- A computerized accounting system: NO, but it enters data in Excel
- A clearly defined accounting process: YES
- Clear procedures for management of payroll, petty cash, procurement, and disbursements: YES
- Staff with the technical expertise to undertake projects: YES

Funders and budget: For 2010, GRAD's budget was $823,613. GRAD has worked with many international funders, including the WFP, the Food and Agriculture Organization, and the Japanese and Italian embassies. GRAD's current funder is GiZ (formerly GTZ).

Accomplishments:

- Rehabilitated the Alembe Institute in Fizi, which can accommodate 500 students
- Reconstructed the Bisambo Market in Mboko, a large village on the road between Uvira and Baraka. This has helped increase trade and the economic viability of the area.
- With funding from the German government ($1 million for one year), is rehabilitating a system of dikes on the Ruzizi Plain. During the colonial era the Belgians built the dikes to control regular flooding of a 10,000-hectare area of the plains, which was used for coffee and cotton plantations. Over time and without maintenance, the dikes had been destroyed and the area was no longer in use.
- In collaboration with the Ministry of Planning, rehabilitated the Maendeleo Stadium in Baraka
- Is rehabilitating the port of Baraka, on the shores of Lake Tanganyika, to support the town's fishing industry, and is rehabilitating two markets in Baraka town.

Strengths:

- Strong ties to its grassroots village networks
- Support, connections, and good relations with authorities at the local, provincial, and national levels
- A great need in the region for the services GRAD is offering
- Competent, motivated personnel
- Access to all the materials needed for the implementation of its projects.

Needs:

- An internal monitoring and evaluation system that is specific to GRAD
- Better and more regulated internal systems
- Training for employees in human rights, gender issues, civic education, and other social elements of the work they are undertaking
- More resources and capabilities to address the vast issues in the region
- Better working relationships with other organizations in the same sector

Organizational vision: Stimulate personal, social, and economic development through rehabilitation of infrastructure

Project proposals:

- **Protection of forests and biodiversity:** GRAD seeks funds to address a pressing need to protect forests and biodiversity in Fizi territory. GRAD will facilitate the development of 90 trainers, who will work directly with communities in Fizi territory on resource management education. Cost: $59,000

- **Economic development in Fizi:** GRAD proposes the creation of a local industry to make cleaning products. This project will train and equip 500 households to produce antibacterial, bleach, crinoline, and salt cleaning products, which will be sold regionally. Cost: $40,000

LAV—Let Africa Live

Location: Bukavu, South Kivu province

Contact: Sosthène Kubisa, director, +243.997.060.011, +243.853.722.963, lavdrc@yahoo.fr, www.lavdrc.org

Legal status: LAV is a registered NGO with the national government.

History: Current executive director Sosthène Kubisa, a former secondary school teacher, founded LAV (Laissez l'Afrique vivre) in 2001 to give children who did not attend school viable economic opportunities. Kubisa came from a poor family in a village near Bukavu and paid his own way through university. He left teaching to create LAV with a small donation from Norwegian Church Aid. LAV now maintains four vocational training centers for youths in South Kivu. LAV monitors program graduates for at least one year to document and evaluate how individuals utilize their training. These evaluations are based on a number of indicators, including business development, net monthly income, and spending habits. The graduates also evaluate the training and preparation they received from LAV. LAV works with international funders that include the Eastern Congo Initiative, UNDP/OCHA (Pooled Fund), and War Child Holland.

Mission: Equip vulnerable youths with education and skills to reduce poverty and foster peace

Sectors of intervention: At-risk youths (child soldiers and vulnerable children); peace and reconciliation

Areas of operation: South Kivu

Populations served: Youths

Programs:

- **Vocational training programs for vulnerable youths:** LAV provides training for youths, including former child soldiers, sex slaves, and orphans. The programs last for one year and include auto mechanics, masonry, sewing, electronics, IT, and carpentry.
- **Counseling and psychological support for students:** Small class sizes allow teachers to provide support and personalized attention to each student.
- **Building capacity:** LAV helps build the capacities of small, rural, community-based organizations in South Kivu by working in partnership to implement vocational training programs. LAV also helps these groups improve their financial and organizational management.

- **Educational seminars:** LAV organizes seminars on children's rights for partner organizations. LAV also organizes sessions on HIV/AIDS, family planning, and reproductive health.
- **Transitional housing:** LAV provides housing for young single mothers and youths traveling from rural areas to attend vocational training.

Governance: The supreme governing body is the general assembly, which also functions as the board of directors. The council of administration sits below the board and has more input into day-to-day activities. Below the council of administration is the secretary general, who is the executive of the organization. LAV employs 29 staff members.

LAV has a bank account with BIC in Bukavu. For financial, administrative, and personnel management, LAV has:

- A procedures manual with policies for financial management, hiring and personnel issues, and purchasing policies and procedures: YES
- A computerized accounting system: YES, but they are upgrading
- A clearly defined accounting process: YES
- Clear procedures for management of payroll, petty cash, procurement, and disbursements: YES
- Staff with the technical expertise to undertake projects: YES

Funders and budget: In 2010, LAV received $1,077,538 in funding. Funders include the Eastern Congo Initiative (ECI), Norwegian Church Aid, War Child Holland, CORDAID, La Afrika Leve, and the Banro/Twangiza mining company.

Accomplishments:

- In 2010, provided vocational training to 245 youths (166 boys and 79 girls)
- In 2010, provided literacy training for ten youths (three boys and seven girls) at its training center in Bukavu
- In 2010, trained 60 sets of parents about child protection, including the impacts of violence on children and the importance of education
- In 2010, conducted youth training sessions about HIV/AIDS; as part of these sessions, it distributed condoms and referred youths for testing

Strengths:

- Aims to build peace by providing economic and educational opportunities to vulnerable youths. By concentrating on specific aspects of poverty reduction and peace building, has become the regional specialist in vocational training for vulnerable youths in war zones
- The capacity to train and partner with other CBOs
- Transparent, accountable, and well-directed management structure and leadership
- War Child Holland states that among their nine CBO partners in the eastern DRC, LAV is the most capable, both in producing results and in performing administrative tasks.

Needs:

- More follow-up research on the success of students leaving the program to confirm that their choice of training is in line with market demands. This could be done with funding specified for this activity.
- Appropriate child-care options for young mothers enrolled in the training program
- Transportation options, as it is difficult for some children to come to the training centers because of distance

Organizational vision: Involve Congolese and African youths in efforts to promote development

Project proposals:

- **Assistance to youths and others affected by war:** LAV proposes organizing educational workshops for 200 youths and other vulnerable populations affected by war, and providing them with psychosocial support and vocational training at LAV's training centers. Cost: $220,664 (including an $18,850 contribution from LAV)
- **New equipment for workshops:** LAV proposes purchasing new equipment for its carpentry, welding, and mechanical workshops, to improve the quality of its vocational training for vulnerable youths. Cost: $71,893
- **Institutional capacity building:** LAV seeks funds to strengthen the capacities of its staff in administrative and program management, technical expertise, teaching, and accounting. LAV will also upgrade the equipment at its four training centers and administrative offices, including installation of solar-panel energy systems. Cost: $604,680

LDF—Uplifting of Women of South Kivu

Location: Walungu, South Kivu province

Contact: Martine Zagabe Mugoli, coordinator, +243.997.536.753, levaindesfemmes@yahoo.fr

Legal status: LDF is a registered NGO with the provincial government.

History: LDF (Levain des femmes de Sud-Kivu) started in 2005 as a response to the hardships faced by women in South Kivu as a result of war. During that time, a rebel Mai Mai faction known as the Mundundu 40 terrorized the population in Walungu, forcing tens of thousands of people to flee toward Bukavu. A group of people in Bukavu formed LDF to help this displaced population, which consisted mainly of women and children who had lost everything and experienced extreme violence. The founders noticed that most of the women were functionally illiterate, which posed an obstacle to helping them recover their lives and help their families. LDF's first activity was to provide literacy training for women and young girls, but it soon expanded its work to include a tailoring program. LDF has since extended its vocational training activities to mechanics, carpentry, and other skills that are helping the Walungu population achieve socioeconomic stability. LDF has worked with international funders including Norwegian Church Aid and War Child Holland, and has worked with local funders such as Caritas, Bureau diocésain des oeuvres médicales (BDOM), and DIOBASS.

Mission: Address the oppression and social marginalization of women

Objective:

- Improve the socioeconomic situation of women through literacy activities, income-generating activities, microcredit schemes, occupational training, and increased awareness of health, hygiene, and women's rights

Sectors of intervention: Human rights; education; vulnerable youths; microcredit

Areas of operation: Walungu territory and Bukavu town. In its 2011–15 strategy, LDF states its intention to move into North Kivu (Goma town and Masisi territory).

Populations served: Women affected by violent conflict; vulnerable children

Programs:

- **Literacy:** LDF runs a program to teach women and girls how to read, write, and do basic math. The goal is to help women improve their self-esteem and socioeconomic status. Currently 40 women are enrolled in this program.
- **Occupational training:** At its training center in Walungu, LDF runs courses for women in sewing, knitting, honey production, mechanics, carpentry, and mill management.
- **Agriculture:** This program aims to improve the food security of the population. LDF has two demonstration gardens (in Kakona and Mushinga), where local women get access to improved seeds and manage small plots. The women give back one-quarter of their yield to the funder (Caritas), while keeping the remainder for themselves.
- **Microcredit:** This program provides women with loans of between $50 and $500. Over a predetermined time period, the women must pay back 50 percent of the amount they were awarded.
- **Raising awareness:** This program aims to raise awareness and educate communities on health, women's rights, hygiene, civic responsibility, and environmental sustainability. This year, LDF will also conduct trainings about the presidential elections and the importance of voting.

Governance: The supreme governing body is the general assembly, which meets annually and approves the annual budget and work plans. The general assembly selects the board of directors, which meets four times a year and creates action plans based on consultation with the communities and women with whom they are working. A control commission conducts internal audits of finances and administration. LDF also commissions an external audit of its finances on an annual basis. LDF has 15 permanent employees, including three rural-development technicians, a veterinarian, an agronomist, two tailors, two literacy teachers, and a knitting trainer.

LDF has an account with a cooperative in Bukavu. For financial, administrative, and personnel management, LDF has:

- A procedures manual with policies for financial management, hiring and personnel issues, and purchasing policies and procedures: YES, but practices need to be strengthened
- A computerized accounting system: NO, but it enters its accounts in Excel

- A clearly defined accounting process: YES
- Clear procedures for management of payroll, petty cash, procurement, and disbursements: YES
- Staff with the technical expertise to undertake projects: YES

Funders and budget: For 2010, LDF's budget was $81,620. Funders include Norwegian Church Aid, Caritas, Bureau diocésain des oeuvres médicales (BDOM), and DIOBASS.

Accomplishments:

- Largely with its own funds, built an occupational training center in Walungu. This site is also used for literacy trainings and community meetings.
- Trained 62 women in sewing and knitting, and provided them with kits so they can start their own businesses
- Trained 60 young people in carpentry, mechanics, and masonry, and provided them with kits so they can start their own businesses
- Provided literacy training to 260 women, giving them the ability to read, write, and do basic arithmetic
- In 2010, facilitated microcredit loans for 195 women in Walungu and Bukavu
- In 2010, provided awareness-raising training for 300 women and young girls

Strengths:

- Good collaboration and relationships with rural communities
- Good relationships with local authorities and other local organizations
- Owns a large training center in Walungu and rents an office in Bukavu
- Owns the necessary equipment for the mechanics and tailoring courses; e.g., they own a car that lets the mechanics practice their skills.

Needs:

- More resources to meet the needs of women who wish to enter the occupational training programs
- Institutional equipment such as means of transportation and office supplies
- Increased resources to ensure timely payment to all staff

Organizational vision: Create a society in which women enjoy their rights

Project proposals:

- **Vocational training for young women:** LDF proposes training 40 young women from two towns in Walungu territory in business management and tailoring and embroidery. It will also train them on conflict resolution so these women become peacemakers and leaders in their communities. Cost: $18,000

- **Agro-pastoral assistance:** LDF will assist returnees and other vulnerable households in Walungu territory to increase their food security and improve their socioeconomic conditions. Specifically, LDF will assist 200 households by providing them with improved seeds, rabbits, farming implements, and training in agricultural production and veterinary care. Cost: $25,000
- **Campaign to prevent HIV/AIDS and STDs in women and girls:** LDF will organize a series of trainings to educate 10,000 women and girls of procreation age about STDs, HIV/AIDS infection, sexual violence, and their rights. This project will include HIV/AIDS testing for women and training for psychosocial counselors to help survivors of sexual violence and women and girls who have STDs or are HIV positive. Cost: $42,494

LUFED—Wide Union of Women for Development

Location: Uvira, South Kivu province

Contact: Placide Lwinzo, president, +243.853.191.750, lufed2000@yahoo.fr

Legal status: LUFED is a registered NGO with the provincial government, and is currently in the process of obtaining national registration.

History: In 2004, two women started LUFED (Large unions des femmes pour le développement) to assist women affected by war in Fizi and Uvira territories. Several factors motivated these women to created LUFED. First, they were concerned about discrimination against women. Second, there was widespread ignorance among women of their own rights. Third, women lacked opportunities to increase their socioeconomic conditions. Fourth, many humanitarian and development activities lacked a gendered approach. And fifth, assistance was unavailable to women on account of the war, displacement, and insecurity. To address these problems, LUFED undertook a series of programs to help women improve their social and economic conditions. LUFED currently has 1,837 members in Uvira and Fizi territories. LUFED has worked with international funders such as FAO, Louvain développement (LD), and DFID; and with national funders such as Caritas.

Mission: Enable women to take control of their own development, and create income-generating activities that contribute to poverty alleviation.

Objectives:

- Promote agriculture, animal husbandry, and fishing opportunities for women
- Educate women about reproductive health
- Contribute to the increased education and literacy of girls and women

Sectors of intervention: Peace and peaceful cohabitation; food security; education; microcredit; reproductive health; emergency response

Areas of operation: Uvira and Fizi territories, especially Uvira, Lemera, Ruzizi, Hauts-Plateaux, Bitombo, Fizi, Nundu, Kimbi-Lulenge, and Minembwe

Populations served: Women and children

Programs:

- **Reproductive health:** This program works to identify survivors of sexual violence, women living with HIV/AIDS, underage mothers, widows, and girl-headed households. Once they have been identified, LUFED works to raise their awareness of family planning and sexual health and rights.
- **Peace and peaceful cohabitation:** Through this program, LUFED gets women together to exchange ideas on peace and peace initiatives in their communities and in their homes. It offers a chance for women to come together to discuss trauma they have experienced.
- **Food security:** This program aims to improve the food security and productivity of vulnerable women. It provides trainings on improved techniques for agricultural productivity, fishing, and animal husbandry. It introduces women to new aspects of food production to diversify their income and nutrition streams, and provides them with the seeds and tools to pursue new opportunities.
- **Education:** This program focuses on the literacy of adult women and stresses the importance and advantages of literacy. Through this program LUFED incorporates literacy with occupational training that is intended to improve the incomes of women beneficiaries. LUFED has created seven literacy circles, where women can come together and practice reading and writing.
- **Microcredit:** LUFED is working on the promotion of MUSOs, informal networks to which people periodically contribute money that is distributed on a rotating basis to the members. At any one time, approximately $15,855 is circulating among the members of the MUSOs.

Governance: The supreme governing body is the general assembly, which consists of 150 members. The general assembly sets the strategic goals for the organization and selects the board of directors. The board, which is entirely made up of women, meets every three months, oversees implementation of LUFED's programs, and hires the staff. A control commission conducts internal audits and investigations. Depending on projects and funding, LUFED has between eight and ten employees.

LUFED has an account with the Imara Cooperative in Uvira. For financial, administrative, and personnel management, LUFED has:

- A procedures manual with policies for financial management, hiring and personnel issues, and purchasing policies and procedures: YES
- A computerized accounting system: NO
- A clearly defined accounting process: YES
- Clear procedures for management of payroll, petty cash, procurement, and disbursements: YES
- Staff with the technical expertise to undertake projects: YES

Funders and budget: In 2010, LUFED's budget was approximately $10,000. Funders include FAO, Louvain développement (LD), and Caritas.

Accomplishments:

- One of the pioneers of the MUSO system of rotating credit
- Created 13 literacy centers in South Kivu with its own funding; five are fully functional and eight are being developed as funds become available
- Created seven literacy circles for women to practice reading and writing
- Established a maternity ward in Ruzozi and a health center in Kalundu Port
- In 2010, identified 499 members who wished to participate in MUSOs, and created 25 MUSO groups for these women

Strengths:

- The capacity to mobilize women
- The ability to create solidarity groups and to inspire social cohesion
- Works in synergy with target groups and other organizations
- Has established a culture of dialogue among women beneficiaries
- Has a strong reputation and solid working relationships with local communities

Needs:

- Increased resources with which to communicate with rural communities
- Increased independence; it currently is too dependent on external funding for its programs
- More information and training in organizational and financial management and reinforcement of existing capacity
- More office space for women to meet and participate in training programs

Organizational vision: See women being included in decision-making processes and socioeconomic activities

Project proposals:

- **Establishing an organizational newsletter:** LUFED proposes publishing a monthly newsletter that highlights the organization's work as well as issues of importance to women. The goal is to better educate LUFED's members and the general community about women's issues, rights, and development. Cost: $8,700 (for one year)
- **Building organizational capacity:** LUFED seeks funds to organize trainings for its staff in financial and organizational management. This project will also enable LUFED to acquire new equipment for its office, such as computers, a printer, and a photocopier, and to pay staff salaries. Cost: $21,800
- **Increasing women's economic power:** LUFED proposes establishing a storehouse and several food-processing machines to enable women in the Uvira-Fizi area to get greater returns from their agricultural crops. As part of this project, LUFED will specifically target disabled and illiterate women for assistance. Cost: $25,400

ODC—Eye for the Development of Congo

Location: Kitutu, Mwenga territory, South Kivu province

Contact: Gerard Mulalu Tamawana, +243.995.419.610, +243.853.715.942, odc_asbl@yahoo.fr

Legal status: ODC is a registered NGO with the provincial government.

History: ODC (Oeil pour le développement du Congo) was created in the context of war. In 2004, four friends in Mwenga started ODC to address the serious problems facing the population as a result of the activities of various armed groups. At that time, people's businesses were failing, severely degraded infrastructure was leading to the physical isolation of some populations and towns, and there were food shortages caused by population displacement and lack of trade. ODC sought to help local communities with food security and income-generating activities. It asked founding members to pay $10 a month when the organization began, but membership fees for more recent members are based on means. ODC has worked with one international partner: People in Need.

Mission: Mobilize vulnerable families and communities to fight against poverty and take charge of their own basic needs

Objectives:

- Educate the population about their rights and responsibilities
- Carry out research and studies on the causes of poverty within families and communities
- Implement activities that promote self-sufficiency
- Provide psychosocial, medical, and economic services
- Promote the defense of human rights

Sectors of intervention: Conservation and environment; sexual and gender-based violence; food security

Areas of operation: Mwenga territory

Populations served: The whole community of Mwenga territory

Programs:

- **Conservation and the environment:** This program aims to sensitize the population to the dangers of deforestation and demonstrate the necessity of protecting nature. ODC is also reforesting areas that have been clear-cut.
- **SGBV:** This program works on raising community awareness around issues of sexual and gender-based violence and its impact on the lives of the survivors and the community in general. It provides psychosocial support to survivors, referrals for medical care, and assistance with socioeconomic reintegration. ODC also operates a safe house for survivors.
- **Radio station:** ODC has a radio station that broadcasts programs about environmental protection, prevention of sexual and gender-based violence, and other topics related to ODC's mission and objectives.

- **Security sector:** Together with the local authorities, chiefs, and police, this program aims to develop and manage an early warning system around the rights of children. ODC works on community sensitization to know when and how to denounce cases of abuse, particularly where violators are acting with impunity.
- **Food security:** This program aims to stabilize the community's food production so it can start exporting food or selling and commercializing its production. ODC has community fields and has almost eradicated the mosaic virus that attacks cassava, and has become the major supplier of non-diseased cassava to Kamituga. This program also helps households obtain and raise goats, chickens, and guinea pigs.

Governance: The supreme governing body is the general assembly, which meets annually, defines the broad policies and programs for ODC, and selects the board of directors. The board meets four times a year, prepares the annual reports, and oversees ODC's operations. The general assembly also selects a control commission, which meets four times a year and monitors ODC's finances. ODC also commissions an external audit every three years; the last was in 2009. ODC has ten employees; five are permanent and five are temporary.

ODC has accounts with COOPEC Nyawira in Bukavu and COOPEC Mali Feza in Kitutu. It is also opening an account with Trust Merchant Bank in Bukavu. For financial, administrative, and personnel management, ODC has:

- A procedures manual with policies for financial management, hiring and personnel issues, and purchasing policies and procedures: NO, but it is preparing one during 2011
- A computerized accounting system: NO
- A clearly defined accounting process: YES
- Clear procedures for management of payroll, petty cash, procurement, and disbursements: YES, but they need to be strengthened
- Staff with the technical expertise to undertake projects: YES

Funders and budget: For 2010, ODC's budget was $4,760. ODC receives funding from People in Need. It also operates a mill and an oil press, which provide the organization with an independent and steady source of funding.

Accomplishments:

- Operation of a safe house for survivors of sexual and gender-based violence.
- Operation of a community radio station in Kitutu town center
- Installed a palm oil press in Kitutu for the population to use in the production of locally sourced palm oil
- Sensitized local authorities on the management and maintenance of a traditional bridge on the Elila River in 2010; also contributed funds to the upkeep of the bridge

Strengths:

- Unity and harmony among members of the organization
- Competent and motivated staff
- Good relationships with authorities at the local and provincial levels
- Members who are still contributing fees

Needs:

- Regular building of staff capacity
- A designated building for its radio station
- Regular external support
- Organization of its agricultural harvests and storage units for the products

Organizational vision: Improve socioeconomic conditions for all Congolese people

Project proposals:

- **Building institutional capacity:** ODC seeks funds to equip its office with computers, printers, and other equipment; provide training for its staff; and purchase means of transportation to increase the reach and efficiency of its work. Cost: $24,500
- **Improving the radio station:** ODC seeks funds to purchase new equipment for its radio station and provide training for its staff. Cost: $27,925
- **Promoting conservation and environmental protection:** ODC seeks funds to establish a tree nursery, organize the planting of trees in the Kitutu health zone, and organize community information sessions to educate people about the effects of deforestation and better forest management practices. Cost: $38,782

PADEBU—Program of Action for the Development of a United Base

Location: Bunyakiri, Kabare territory, South Kivu province

Contact: Oscar Kalimba, coordinator, +243.994.146.099

Legal status: PADEBU is a registered NGO with the provincial government.

History: PADEBU (Programme d'actions pour le développement de bases unies) began in 2001 to address food security and infrastructure needs in Bunyakiri, a large village in Kabare territory. Educated people in Bunyakiri were concerned about the lack of help for local farmers and associations, so they created PADEBU to serve as a platform for various groups. It created a structure whereby members and member associations paid $20 every two years. As the war in South Kivu intensified, however, PADEBU started to work on mediation and conflict resolution. Bunyakiri was badly affected by war, and was occupied at different times by the RCD-Goma and Mai Mai rebel groups. PADEBU organized local community leaders and rebels to dialogue in a process that mirrored the Inter-Congolese Dialogue happening at the national level. In 2004, PADEBU began to implement food security

programs, distribution of nonfood items (NFIs), and rehabilitation and reconstruction of infrastructure. In 2007, PADEBU recognized that its work was unfocused, so it created an independent structure called Action pour la paix et la concorde (APC), which took on all of the mediation and conflict transformation activities. PADEBU is focused on food security and the rehabilitation and construction of infrastructure. PADEBU has worked with international donors such as Oxfam and UNDP. It has also implemented projects funded by the World Bank through the Congolese government.

Mission: Contribute to the promotion of agriculture, pastoral activities, and protection of the environment

Objectives:

- Contribute to the well-being of the population of Bunyakiri through activities that increase and improve food production and availability
- Contribute to the improved shelter of the population

Sectors of intervention: Food security; rehabilitation and construction; health

Areas of operation: Bunyakiri

Populations served: The entire population of Bunyakiri and its surrounding health zones

Programs:

- **Food security:** PADEBU provides seeds and tools to local farmers through a rotating microcredit program that requires repayment in seeds. PADEBU runs a similar microcredit program with goats, and has worked with the National Service of Aquaculture (SENAQUA) to introduce a new race of tilapia into local fishponds. PADEBU has also introduced improved, disease-resistant strains of cassava (sawa-sawa and liyai) to local farmers. It also trains local farmers on methods to reduce soil erosion, and promotes the protection of forests.
- **Infrastructure:** PADEBU rehabilitates schools, furnishes the classrooms, and establishes local committees of parents and students to maintain the new structures. PADEBU has also rehabilitated facilities at hospitals and health centers.
- **Health:** PADEBU offers basic supplies and training to local health workers through community health structures (COSAs).
- **HIV/AIDS:** HIV/AIDS is a cross-cutting issue, and all employees who work in the different programs, even technical staff, are trained in delivering a sensitization message on HIV/AIDS alongside their programmatic work.

Governance: The supreme governing body is the general assembly, which consists of representatives from the member organizations and other community members. The general assembly meets once each year and selects the board of directors. The board meets every two months and oversees the organization's work. The general assembly also selects a control commission, which conducts internal audits and investigations. PADEBU has nine administrative and financial staff and 20 field agents, including agronomists, veterinarians, technicians, and community health workers.

PADEBU has bank accounts at Banque congolaise du développement commerciale, BIAC, and the Cooperative of Nyawira. For financial, administrative, and personnel management, PADEBU has:

- A procedures manual with policies for financial management, hiring and personnel issues, and purchasing policies and procedures: YES
- A computerized accounting system: NO
- A clearly defined accounting process: YES
- Clear procedures for management of payroll, petty cash, procurement, and disbursements: YES
- Staff with the technical expertise to undertake projects: YES

Funders and budget: For 2010, PADEBU's budget was $1,570,000. Funders include Oxfam and UNDP.

Accomplishments:

- Has contributed to increased food security in the Bunyakiri area. Through its own research, it reports that families in its area of operation now eat three meals per day, in contrast to one daily meal during the war years.
- Built or rehabilitated six schools
- In 2004, when PADEBU initiated a local version of the Inter-Congolese Dialogue, it became a model that was replicated by communities in Walungu territory.

Strengths:

- Has all its papers and operates legally
- Is very active in the region and maintains three offices
- Has good logistical resources for project implementation

Needs:

- More long-term funding to ensure stability and continuity of programs and staff
- Increased competency of its board of directors. Currently the staff has greater competence than the board, which creates an awkward balance of power.
- Ways to adequately monitor or maintain its membership system

Organizational vision: Create a rural population with enough food to eat and safe shelter

Project proposals:

- **Food security and environmental protection:** PADEBU seeks funds to organize a program that combines the goals of increasing food security and protecting the environment in four areas of North Kiivu and South Kivu (Uvira, Kalehe, Kabare, and Walikale). This project will include construction or rehabilitation of infrastructure (including roads, markets, and veterinary clinics), production of trees and shrubs to prevent erosion and facilitate reforestation, and organization of six networks of crop producers. Cost: $1,535,000 (for three years)
- **Electrification of Bunyakiri:** PADEBU seeks money to construct a hydroelectric dam to provide power to the town of Bunyakiri. This project will have many social and economic benefits, and will also help protect the environment by reducing the need for people to cut trees for use as fuel. Cost: $1,475,458 (for three years)
- **Building institutional capacity:** PADEBU seeks funds to organize meetings, pay its staff, and purchase equipment for and acquire Internet access at its office. Cost: $541,650 (for three years)

Panzi Hospital and Panzi Foundation

Location: Bukavu, South Kivu province

Contact: Betoko London, executive assistant, +243.993.440.608, betokolondon@yahoo.fr

Legal status: Panzi Hospital is a tertiary-care hospital, and the Panzi Foundation is a registered NGO with the provincial government.

History: Dr. Denis Mukwege founded Panzi Hospital in 1999 in collaboration with CEPAC (Pentecostal Church), PMU Interlife and UNICEF funding. It was started after the founder returned from studying gynecology and saw the experience of women in a country where the maternal and child mortality rates are among the highest in the world. It primarily focuses on maternal health care and gynecology. The current hospital contains 334 patient beds and provides a range of obstetric, gynecological, pediatric, and internal medical services. During the war, the hospital became a specialist center for the holistic treatment of people who had experienced sexual violence, and it has treated more than 21,000 women since 1999. The director was the recipient of the 2008 UN Human Rights Award and the 2008 African of the Year award, and has been nominated twice for the Nobel Peace Prize. Panzi Hospital has worked with many international donors, including USAID,[52] Eastern Congo Initiative, and PMU Interlife.

Mission: Provide quality and accessible health care to communities in South Kivu and train healthcare professionals to provide quality care

Objectives:

- Provide excellent health care to the people of South Kivu
- Reduce sexual violence and concentrate on providing maternity services

[52] http://kinshasa.usembassy.gov/pressrelease_07212010_english.html, site accessed May 19, 2011.

- Increase rural health-care access and quality
- Provide fistula-repair surgery to women suffering as a result of complications in labor or sexual violence
- Prevent and treat malnutrition

Sectors of intervention: Health; SGBV

Areas of operation: From the hospital in Bukavu (South Kivu), Panzi Hospital primarily serves South Kivu province and the city of Bukavu. Including partner health clinics throughout South Kivu, mobile clinics, and the hospital, Panzi serves more than 8,000 women a year. In 2009, Panzi treated a total of 18,309 patients through the central hospital and partner health clinics.

Programs:

- **Medical services:** Panzi runs a hospital that offers the following services: pediatrics, OB-GYN, internal medicine, surgery, lab, pharmacy, orthopedics, CDV (counseling, etc.), endoscopy, medical imaging (X-ray, electrocardiogram), dentistry, ophthalmology, psychiatry.
- **WASH:** This project is in the process of supplying the hospital with water through capping springs with funding from Norwegian Church Aid.
- **Nutrition:** Community health workers identify malnourished children to bring to the Panzi therapeutic nutritional center.
- **SGBV:** This program provides psychosocial, economic, and judicial assistance for survivors of sexual violence
- **Fistula identification, repair, and follow-up:** This program provides for fistula repairs and fistula training for nurses and doctors.
- **Maternal and child health, and family planning:** Panzi facilitates community training on family planning and carries out follow-up visits to households benefiting from family planning. Community education is also promoted through radio broadcasts.

Governance: Panzi's supreme governing body is the Central African Community of Pentecostal Churches (CEPAC). This body acts as the general assembly and meets twice a year. The head medical committee acts as the body overseeing strategic leadership for the CEPAC medical schools, Panzi Hospital, and other CEPAC hospitals and medical institutions. Panzi Hospital houses the medical directors who manage the specific direction of the hospital and authorize the administrative functioning of the institution. The management committee meets three times a year. The internal auditing committee meets once a year and monitors the administrative and financial functioning. Panzi has a total of 270 personnel working in the hospital, community-based programs, and administration.

Panzi has bank accounts at BIC in Bukavu. For financial, administrative and personnel management, Panzi has:

- A procedures manual with policies for financial management; hiring and personnel issues; and purchasing policies and procedures: YES

- A computerized accounting system: NO
- A clearly defined accounting process: NO
- Clear procedures for management of payroll, petty cash, procurement, and disbursements: NO
- Staff with the technical expertise to undertake projects: YES

Funders and budget: For 2010, Panzi Hospital had a budget of approximately $5 million for both community and medical programs. The hospital budget is approximately $1 million and the rest supports community programs. Funds come from donors such as USAID, UNICEF, PMU Interlife, the European Union and OSISA.

Accomplishments:

- Receives 410 new patients per month
- Serves more than 8,000 women per year
- In 2009, treated 18,309 patients
- Director has been awarded the UN Human Rights Award and the African of the Year award, and has been nominated twice for the Nobel Peace Prize.
- Included in a $16.5 million, five-year USAID gender and justice program in North Kivu, South Kivu, and Maniema

Strengths:

- Multiple evaluations by external donors
- Experience working with international donors
- International recognition
- Experienced and motivated personnel
- Outstanding results that have encouraged increased investment and support from external donors

Needs:

- Better organized finances, starting with acquisition of a computerized accounting system
- Improved communication with donors
- Internal collaboration between community programs and the hospital in order to increase their efficacy
- A more organized system of management for community programs

Organizational vision: Access to quality health care for the population of South Kivu, particularly maternal health care, and reduced sexual violence so the hospital would no longer have to treat fistulas incurred as a result of violence

Project proposals:

- **Training rural health-care professionals:** Provide advanced courses for rural nurses who can then perform simple operations and emergency interventions in the absence of a trained doctor. Cost: $90,000
- **Ambulance service:** Provide ambulance system and services to link rural referral centers to the tertiary-care center at Panzi. Cost: $300,000
- **Building personnel capacity:** Increase the administrative ability of personnel through training and implementing grant-tracking software and donor communication strategies. Cost: $50,000

PROSPADEC—Program of Public Health and Assistance for Community Development

Location: Bunyakiri, Kabare territory, South Kivu province

Contact: Juvenal Kisuku Wabuligulu, coordinator, +243.998.674.966, +243.859.324.307, prospadecasbl@yahoo.fr, jkisuku@yahoo.fr

Legal status: PROSPADEC is a registered NGO at the provincial level and is currently obtaining national registration.

History: PROSPADEC (Programme de sante publique et d'appui au développement communautaire) was initiated in 2001 to help the Bunyakiri community with urgent needs for health care and food security. Bunyakiri was occupied at various times by the RCD-Goma rebel group and Mai Mai rebel groups. The occupations caused great hardship for the people in Bunyakiri; for example, people traveling from one occupied zone to another for purposes of trade or medical treatment were treated harshly and with suspicion by the rebel groups. The economy suffered, as did the health and well-being of the local population. The founders of PROSPADEC wanted to deal with the health of the community not only by providing health care, but also by stimulating economic recovery and self-reliance through community development. The founding members recruited 86 people, each of whom paid a one-time membership fee of $15 to provide the funds to launch the organization. PROSPADEC now runs three health centers and uses the fees to sustain its activities. Its motto is: Ask not what the population can do for you but what you can do with the population. PROSPADEC has worked with international funders such as the International Medical Corps and COOPI.

Mission: Promote access to primary health care and fight against poverty

Objectives:

- Fight malaria and other illnesses
- Fight the spread of HIV/AIDS and other STDs
- Promote access to primary health care for vulnerable persons
- Fight malnutrition

- Promote sustainable development in the WASH sector
- Address sexual and gender-based violence
- Rehabilitate community infrastructure (houses, roads, social structures)
- Address illiteracy
- Promote agro-pastoral activities
- Care for young people who have been abandoned, and former child soldiers
- Integrate mothers and their children into activities that promote self-sufficiency
- Promote the conservation of nature

Sectors of intervention: Health (primary health care, triage care for survivors of sexual violence, care for people living with HIV/AIDS, response to malaria, family planning); community development (literacy classes, promotion of agriculture and pastoral activities); education

Areas of operation: The Bunyakiri and Kamituga health zones

Populations served: Women of childbearing age, abandoned and/or malnourished children, and at-risk young people

Programs:

- **Health centers:** PROSPADEC manages three health centers in the Bunyakiri area; they provide primary health care, treat malaria victims, offer family-planning assistance, and provide HIV/AIDS education.
- **Sexual and gender-based violence:** PROSPADEC provides medical care for survivors of sexual violence and referrals as necessary to other institutions, and educates the community about this social problem.
- **Literacy classes:** In 2009, PROSPADEC built a literacy center in Bunyakiri, where adults learn to read and write.
- **Agro-pastoral program:** This program introduces improved seeds to local farmers and promotes reforestation. PROSPADEC also plans to start a program to promote the raising of pigs.

Governance: The supreme governing body is the general assembly, which has 86 members and meets annually. The general assembly provides general guidance, approves the annual plan and the budget, and elects the board of directors. The board has seven members, meets every three months, and oversees PROSPADEC's operations. An executive body of the board meets twice each week and provides more detailed management and guidance. PROSPADEC has a membership base (founding members, active members, honorable members, and sympathizers), although it is not actively maintaining its membership or collecting dues. PROSPADEC has four employees at each of its three health centers, plus three volunteer workers.

PROSPADEC has an account within COOPEC Chai in Bunyakiri. For financial, administrative, and personnel management, PROSPADEC has:

- A procedures manual with policies for financial management, hiring and personnel issues, and purchasing policies and procedures: YES, but it needs to be strengthened
- A computerized accounting system: NO
- A clearly defined accounting process: YES, but practices need to be strengthened
- Clear procedures for management of payroll, petty cash, procurement, and disbursements: YES, but practices need to be strengthened
- Staff with the technical expertise to undertake projects: YES

Funders and budget: For 2010, PROSPADEC's budget was $14,000. It does not currently have any external funders, but obtains funds through fees at its health centers.

Accomplishments:

- In February 2011, counseled 78 couples on the issue of family planning; of those, 52 couples agreed jointly to use contraceptives as a method of family planning
- Established and runs three health centers
- Initiated and built a literacy center and community hall in Bunyakiri
- Has two community fields where 55 women farm

Strengths:

- Competent staff that is educated in relation to their tasks
- Good relationships with local authorities
- Owns its own office, one health center, and the literacy center
- Members and staff unified in the cause

Needs:

- Increased monitoring of members, especially with respect to paying dues
- Increased stability and opportunities for partnerships
- Greater access to essential medical equipment and supplies
- Improved system to get payment from patients
- Refresher training for literacy teachers

Organizational vision: Become a national organization and provide medical care in the country's most remote places

Project proposals:

- **Establishing a soap factory:** To fight poverty and unemployment in Bunyakiri, PROSPADEC proposes creating a soap factory that will employ 100 women, with the soap to be sold only by 100 widows, and to use some of the profits to pay school fees for 50 orphans. Cost: $25,400
- **Establishing a medical laboratory:** To improve health care in Bunyakiri, PROSPADEC proposes building a modern medical laboratory that will enable diagnosis of various diseases, including HIV/AIDS and sexually transmitted diseases. This will strengthen the work of PROSPADEC's health clinics. Cost: $19,800
- **Building institutional capacity:** PROSPADEC proposes training its members on administrative and project management, facilitating the production of better reports, and purchasing materials for its office. Cost: $21,600

Radio Maendeleo

Location: Bukavu, South Kivu province

Contact: Mr. Kizito, director, +243.997.708.810, myradio11@hotmail.com

Legal status: Radio Maendeleo is a registered NGO with the provincial government.

History: In 1993, 13 NGOs in South Kivu started Radio Maendeleo to create an independent source of news and an alternative to religious broadcasts and the state-run media that were a means of propaganda for the Mobutu regime. The start of Radio Maendeleo was tied to the broader national movement toward democratization in DRC (then Zaire). CRONGD (the network for local NGOs) and ISDR (Technical Rural Development Institute) coordinated the radio station's launch. During the war years, the radio station was taken over, shut down, and looted. Between 1999 and 2001, the rebel movement RCD-Goma (Rassemblement congolaise pour la démocratie–Goma) shut down Radio Maendeleo, which had become very critical of the human rights abuses taking place during the war. Even with international pressure and local lobbying, RCD-Goma kept the radio station closed. Finally, in 2001, with the help of visiting international dignitaries, Radio Maendeleo was permitted to start broadcasting again. In 2002, RCD-Goma again shut down the radio station for two months.

Today, Radio Maendeleo is well respected in South Kivu. It uses a participatory approach in its work, allowing people to call in and discuss issues on air. However, the radio station still faces challenges from government authorities. In December 2010, a Radio Maendeleo journalist was injured in an altercation with agents from the intelligence service ANR, who had come to arrest him. This journalist had participated in a television broadcast in which three opposition politicians criticized Uvira municipal officials for alleged mismanagement. After being treated at a hospital in Uvira, the journalist apparently went into hiding.[53] USAID's Request for Funding (RFA) for media sector development in DRC singled out Radio Maendeleo, stating:

[53]U.S. Department of State, "Democratic Republic of the Congo," 2010 Country Report on Human Rights Practices, April 8, 2011, p. 53.

> It should be noted that individual journalists and outlets, particularly the U.N.-supported Radio Okapi, and well established community media, such as South Kivu's Radio Maende leo, can and do generate solid, professional media products. However, quality journalism represents the uncommon exception, rather than the norm.[54]

Radio Maendeleo has 120 community radio clubs that serve as sources of information and support for the station. Radio Maendeleo has worked with international funders, such as the National Endowment for Democracy, IRIN, CORDAID, and IFDC.

Mission: Ensure that the population has access to unbiased information with which to make informed decisions about their lives

Objectives:

- Promote and disseminate information on different development initiatives achieved by the population
- Support the objectives of their members and partners in the sectors of communication, information, and training
- Support training and informing the population on different techniques and possibilities of social and economic development
- Focus on and promote different processes of communication and sharing of experiences among local communities and organizations in regard to the implementation of development programs
- Reinforce local community structures through education and workshops to engage in the promotion of citizens' rights and liberties, as well as to promote the support of democratic values

Sectors of intervention: Media; good governance

Areas of operation: South Kivu

Populations served: The general population

Programs:

- **Civic education:** Radio Maendeleo informs people about their roles and responsibilities as citizens, as well as about their right and responsibility to hold the government accountable.
- **News:** Radio Maendeleo broadcasts general news programs on the country and the province, using a unique system of local correspondents equipped with mobile phones to report on what is happening in outlying areas that are difficult for journalists to access. Radio Maendeleo trains these correspondents on basic reporting and pays them $50 per month plus transportation costs (as applicable).

[54]USAID, "Request for Application (RFA) Number SOL-660-10-000006—Media Sector Development Program (MSDP) in the DRC," April 28, 2010, p. 22.

- **NGOs:** The radio station offers space (at 250 FC per minute) for NGOs to broadcast information about their work and for use as an advocacy and lobbying or marketing tool. Priority goes to its members; however, all organizations have the right to broadcast on Maendeleo.
- **Special programming:** Radio Maendelo offers programs aimed at different sectors of the population (youths, women, etc.), for debates, discussions, and dissemination of relevant information.

Governance: The supreme governing body is the general assembly, which is currently made up of representatives from the 20 NGOs that sponsor Radio Maendeleo. The general assembly meets annually, authorizes the budget, and provides strategic guidance. The general assembly selects three of the five members of the board of directors; the other two members represent the two main founding and coordinating bodies (CRONGD and ISDR). The board meets four times a year and monitors the radio station's operations. A control commission elected by the board of directors conducts internal audits and reviews, and reports to the board. Radio Maendeleo has 19 permanent employees, including 11 journalists and three technicians. It also hires eight journalists for contract work.

Radio Maendeleo has an account with BCDC in Bukavu. For financial, administrative, and personnel management, Radio Maendeleo has:

- A procedures manual with policies for financial management, hiring and personnel issues, and purchasing policies and procedures: YES
- A computerized accounting system: NO
- A clearly defined accounting process: YES
- Clear procedures for management of payroll, petty cash, procurement, and disbursements: YES
- Staff with the technical expertise to undertake projects: YES

Funders and budget: For 2010, Radio Maendeleo's budget was $599,954. The radio station gets funding from IRIN, the National Endowment for Democracy, CORDAID, MISEREOR, and IFDC.

Accomplishments:

- Reopened after three closures during the conflict period
- Has developed 120 radio clubs in 12 different areas in South Kivu
- Established a system of rural correspondents with 11 journalists, eight support journalists, and dozens of rural correspondents
- Was the first noncommercial associative radio in DRC and the first radio station to openly push for free speech

Strengths:

- Widely recognized and popular in South Kivu
- Democratic internal processes
- Has necessary equipment and staff to accomplish its work

Needs:

- Reliable sources of funding; multiyear funding
- Access to a stable electricity supply
- New radio equipment
- Better access to information about current affairs around the world
- Training for journalists and staff working in information technology and finance

Organizational vision: Improve the quality of journalism on the radio and increase the number of people listening to Radio Maendeleo

Project proposals:

- **Increasing the power and reach of Radio Maendeleo:** Radio Maendeleo seeks funds to establish a relay station that will increase the strength of its signal and extend its reach to the Uvira area. This project will pay for the necessary equipment, including a tower, transmitter, and solar panels, as well as installation and maintenance. Cost: $19,300
- **Community education about the November 2011 elections:** Radio Maendeleo proposes producing a series of broadcasts about the electoral process, organizing on-air roundtable discussions about the elections, and translating relevant legal texts and election-related information in various local languages. Cost: $65,000.
- **Building organizational capacity:** Radio Maendeleo seeks funds to gain Internet access, pay the station's staff for one year, and acquire new office equipment, including a computer, printer, and office furniture. Cost: $53,405

Shabunda (Territory)

Shabunda is the largest of eight territories in South Kivu. (25,216 square kilometers). It borders Maniema province and contains 11 traditional administrative areas split into two chiefdoms: Wakabanga and Bakisi. Shabunda is relatively isolated from the rest of South Kivu due to poor infrastructure. The main livelihoods are agriculture and mining, but the area is very poor and there is substantial unemployment and malnutrition among the population. The capital of Shabunda territory is Shabunda town.

Shabunda has been particularly hard hit by conflict. During the last 15 years, a succession of armed groups has controlled the territory. The current problems in Shabunda come from three sources: the FDLR, Mai Mai groups, and the Congolese army (FARDC). The FDLR has been active in Shabunda for several years, terrorizing the population and controlling mining areas and markets.[55] In August 2010, the FDLR attacked several communities in Shabunda territory, "destroying 1,230 houses, raping at least 130 civilians (amongst them around 20 girls below fifteen years old) and causing the displacement of 38,000 people."[56] Many Mai Mai have been integrated into the national army, and as an entity they have been weakened in Shabunda. In mid-2010, a militia group that included former Mai Mai attacked the Moba gold mine in Shabunda, seizing it from FARDC.[57] Since 2010, the Congolese army has been attacking the FDLR and Mai Mai groups—as well as the local population—as

[55] Pole Institute, "Guerillas in the Mist: The Congolese Experience of the FDLR War in Eastern Congo and the Role of the International Community," translated into English by Anna Gyorgy, Goma, February 2010, p. 45.
[56] International Crisis Group, "Congo: No Stability in Kivu Despite a Rapprochement with Rwanda," Africa Report no. 165, November 16, 2010, p. 9.
[57] International Crisis Group, "Congo: No Stability in Kivu Despite a Rapprochement with Rwanda," Africa Report no. 165, November 16, 2010, p. 12.

part of Operation Amani Leo. In addition to these formal armed groups, many local villages have created self-defense units to protect against all comers; however, some of these groups have been accused of theft and harassment.

The three sections of basic social infrastructure—education, justice, and health—have virtually collapsed. There are 189 primary schools in Shabunda territory, but in 2002–03 (the last year for which statistics are available), there were only 2,863 students in these schools, or an average of 15 students per school.[58] This statistic obscures the fact that many schools in Shabunda have been damaged, abandoned, and/or destroyed. There is not even a justice system to speak of in Shabunda, which has enabled various rebel groups, the Congolese army, and other criminals to act with impunity. The health system works only in Shabunda town, where the General Reference Hospital is situated. A multisectoral needs assessment carried out by ACTED (a French international NGO, one of the few intervening in the territory[59]) in 2009 showed that only 3 percent of the population has access to clean drinking water. This low number contributes to high rates of waterborne diseases among the population.

The roads in Shabunda are virtually impassable for cars and barely navigable by motorbikes. The bush has taken back many roads and pathways around Shabunda, making travel extremely difficult and slow. Many bridges have collapsed or fallen into a state of disrepair; in many places, people have laid tree trunks over rivers. The UN has been funding an initiative with local organizations to coordinate local teams that rehabilitate sections of road. It is a slow process because it is not mechanized and there have been reports of corruption at all levels, which has slowed progress.

The cost of living in Shabunda territory is higher than "normal" because of the huge cost of transporting goods to the population (there is no industry producing consumer goods in the territory). The population's diet consists mainly of rice, cassava, and cassava leaves. Although agriculture is one of the two main income-generating activities, Shabunda's crops lack diversity, which contributes to high malnutrition rates. According to local groups, this has not always been the case. The monotonous diet and extremely high prices, they say, are a direct result of changing habits and behavior, partly in response to the wars that have ravaged the territory.

The other main source of income for the population is mining. All of the mines in the territory have become artisanal due to the area's inaccessibility to mechanization. According to local groups, the possibility of earning money fast has pushed a lot of young people (more men than women) to work in the mines. It is not steady work, however, and the national mining ban imposed by the government in 2010 left more of these people unemployed.

As a result of war, isolation, and the lack of international assistance, local organizations are relatively small and weak. Nonetheless, these community associations fill an important niche in the socioeconomic fabric of Shabunda. Using funds from membership fees and community contributions, these groups undertake small projects that meet urgent community needs. For example, one group called ARS built a small hydroelectric dam that will provide electricity to the town of Lugungu; they accomplished this with money raised from their impoverished community. Other organizations function as voluntary groups. They have statutes, but do not have any managerial systems, manuals, or clear procedures. Following is a summary of a few organizations working in Shabunda.

[58] République Démocratique du Congo, Ministère du Plan, "Monographie de la province du Sud-Kivu," Kinshasa, March 2005, p. 49.
[59] Other groups working in Shabunda are ACTED, Catholic Relief Services, Malteser International, and MSF.

Development Union for Shabunda (UDSHA)
UDSHA (Union pour le développement de Shabunda was started in 2006 by a group of young educated people who had been displaced to Bukavu from Shabunda. Seeing groups of displaced people organizing themselves to help each other, the founders of UDSHA sought to undertake activities that would encourage people to become self-sufficient, and felt the best way to do this was to encourage food security and diversification of crops. UDSHA created demonstration fields to grow mosaic-resistant cassava intercropped with peanuts and beans; they used these fields to promote diversification of crops and diet among the local population. In 2008, FAO provided UDSHA with seeds and tools. UDSHA also received support from UNOPS to rehabilitate sections of road around Shabunda.

UDSHA has a well-organized office but does not have a strategic plan or procedures manuals. The staff writes monthly reports and closely monitors the progress of its projects. They have 14 permanent employees who are not paid unless they are written into a project. There are 11 people considered temporary workers who work in the field or are regularly used for coordinating transport or delivery. They do not have a supply chain or procurement system because their activities have not yet necessitated development of such systems. The staff is aware of UDSHA's organizational and management shortcomings. Despite its structural deficiencies, UDSHA carries out important work that is thoroughly grounded in local needs and involvement.

Action for Detraumatization and Reconciliation (ADR)
Started in 2001, ADR (Action pour la detraumatisation et la réconciliation) works on food security, health, education, SGBV, and human rights. ADR runs a safe house for victims of SGBV and refers women to Panzi Hospital in Bukavu for medical care. ADR also runs a radio station—Radio Mutanga—in collaboration with the Catholic diocese. The radio is used to educate the community about various issues, including human rights and health. ADR also works on road rehabilitation in partnership with UNOPS. One of ADR's recent accomplishments was rehabilitating the town hall in Shabunda through a vocational training program for former child soldiers. ADR is currently working with several national and international partners, including UNOPS, Fondation Hirondelle, Alliance Kivu, Panzi Hospital, and AAP.

Despite its importance and its connections with international donors, ADR lacks organizational capacity and strength. It does not have a procedures manual, and its financial policies are not well organized. ADR has a decentralized financial structure in which each program manager tracks his own budget. Its bank account is in Bukavu, which is accessible only by airplane, limiting ADR's ability to obtain money for its programs. For governance, the composition of the general assembly, the board of directors, and the senior staff are virtually the same. Despite these shortcomings, ADR plays a vital role in civil society in Shabunda.

Action, Reconstruction, and Stabilization (ARS)
ARS was initiated in 2009 by eight childhood friends, who all went to university in different places and returned to Shabunda. The founding members include agronomists, sociologists, psychologists, and an electrician. They are theoretically based in Bukavu but have an office with all their functioning capability in Lugungu, approximately 30 miles outside Shabunda, right at the periphery of the accessible zone around the town. ARS identified lack of access to electricity as a key need in Lugungu, which, if addressed, could have a ripple effect and improve the socioeconomic condition of the area. ARS conducted two baseline research studies before beginning the Lugungu Dam, and maintained contact

with local communities to retain a participatory approach to the work. ARS raised money from the community and through its network of people from Shabunda who live in other parts of DRC; to date it has raised $65,000. ARS has started construction and acquisition of the turbine and other equipment, but still needs $11,000 to complete the work.

ARS has 12 staff members, but lacks a clear governance structure and well-organized financial procedures. It has a board of directors, but the members live in different parts of South Kivu and DRC, and therefore do not have regular meetings. ARS has a bank account with a local cooperative, but allows the communities near the dam site to manage project funds. Despite its shortcomings, ARS is a remarkably committed group, with proven success in fundraising and an admirable approach to involving local communities in project design and implementation.

Association for Development Initiatives of the Batshunga Collectivity (SIDEBA)
In 2008, ten people from Mapimo who were concerned about the lack of local development initiatives founded SIDEBA. Mapimo is 70 kilometers from Shabunda and is accessible only via a small path. To reach Mapimo, a person must ride a motorbike and carry it over 15 log bridges. SIDEBA runs demonstration fields and fisheries, manages a health center, runs a literacy school, and works in collaboration with churches to sensitize people about HIV/AIDS and early marriage. SIDEBA also promotes community reconciliation, addresses community conflicts, and acts as a mediator. In addition to these activities, SIDEBA promotes local development initiatives and acts as a platform for organizations without legal status. One of its successes has been improving the road between Lugungu and Mapimo.

SIDEBA is addressing important community needs in a very isolated town, but it lacks the level of organization required to attract and manage international funding. Its systems, procedures, and reporting are all very informal. SIDEBA has ten permanent employees, but pay is low and infrequent as the group relies entirely upon membership fees and local contributions. SIDEBA is the only organization in Mapimo with legal status. It does not have a bank account but manages a budget of approximately $1,000.

Suggestions for Shabunda
None of the organizations described above met ECI's due diligence standards; therefore ECI cannot recommend any of them for funding at this time. Nonetheless, given the lack of international development initiatives in Shabunda, and considering the great need for assistance in this isolated and impoverished territory, ECI recommends the following activities:

- **Organizational training:** Many, if not all, of the organizations interviewed had little understanding of the necessity of procedures manuals and established systems. To address this problem, ECI recommends organizing a general training session for groups in Shabunda on creating a procedures manual, writing strategic plans and annual reports, writing a project proposal, managing finances, and other topics. ECI could coordinate such training, drawing upon the expertise of one or more of the groups profiled in the Training Programs section of this report.
- **Road rehabilitation:** The territory needs to gain access to the outside world, or at least to South Kivu's major towns. The lack of access is decreasing the quality of life by pushing up prices of food and consumer goods, and limiting the reach of international assistance. Rehabilitation of the road networks around Shabunda and between Shabunda town and Bukavu would go a long way in promoting development, as the local population would take initiatives from there.

- **Completion of the Lugungu hydroelectric dam:** The incredible initiative that ARS has taken in raising nearly $70,000 could be easily and quickly capped off with funding to complete the Lugungu dam. Completing this project would motivate ARS and encourage it to continue to act as an example of what can be accomplished at the local level without external funding. The symbolic and material benefits of this project for the rural population would be enormous.

VODIMIR—Voluntary Work for the Integral Development of the Rural Milieu

Location: Bukavu, South Kivu province

Contact: Magambo Musafiri, coordinator, +243.993.357.554, vodimirkivu@yahoo.fr

Legal status: VODIMIR is registered as an NGO with provincial authorization.

History: VODIMIR (Volontariat pour le développement intégrée au milieu rural) was formed in 1996 to address the social and economic problems faced by rural communities in South Kivu. It focused initially on livelihood stabilization by supporting rural farmers and helping people displaced by war to start farming again. It also worked with survivors of sexual violence by helping them with socioeconomic reintegration into their communities, and by giving them access to medical and psychosocial assistance. Related to its SGBV work, VODIMIR convinced local leaders in one area to stop giving permission for parents to take their young girls out of school for the purposes of forced marriage. VODIMIR works closely with local health zones and leaders on a platform called CODA (Collectivité d'ONG de développement auto-génération); it also works closely with the Synergie pour la lutte contre les violences sexuelles in South Kivu. VODIMIR also works on food security and rehabilitation of social infrastructure such as schools and health centers. VODIMIR has worked with international donors such as IRC, WFP, and Malteser International.

Mission: Mobilize human resources, materials, and finances to support integrated development for vulnerable and marginalized groups

Objectives:

- Improve food security and increase food independence
- Improve housing in the community
- Provide support for local development initiatives
- Promote peace and reconciliation in the province
- Rehabilitate community infrastructure

Sectors of intervention: Prevention of SGBV and support for survivors of sexual violence; food security; rehabilitation of social infrastructure

Areas of operation: Uvira, Mwenga, Walungu, and Kabare

Populations served: Vulnerable groups in rural areas, especially returnees, women, and survivors of sexual and gender-based violence

Programs:

- **Sexual and gender-based violence:** VODIMIR identifies SGBV survivors and refers them for care.
- **Food security:** VODIMIR works with local farmers to find ways to stabilize and increase their food production. VODIMIR has demonstration gardens where local people can get access to improved seeds and learn more about agricultural production.
- **Socioeconomic reintegration:** VODIMIR supports microcredit schemes for people who need help regaining livelihoods and income, such as returnees and survivors of SGBV.
- **Social rehabilitation:** VODIMIR ties mediation, peace building, and counseling for survivors of sexual violence into its campaign for community transformation and social rehabilitation.
- **Emergency needs:** VODIMIR works to address communities' emergency needs, particularly in response to food insecurity. It works in partnership with WFP to distribute seeds and tools in emergency situations.

Governance: The supreme governing body is the general assembly, which meets annually and selects the board of directors. The board meets every three months and oversees VODIMIR's programs. VODIMIR has 15 staff members, including three nurses, a public health worker, five teachers, two rural-development technicians, and an engineer.

VODIMIR has one account at BCC in Bukavu and two cooperative accounts in Bukavu. For financial, administrative, and personnel management, VODIMIR has:

- A procedures manual with policies for financial management, hiring and personnel issues, and purchasing policies and procedures: YES
- A computerized accounting system: NO
- A clearly defined accounting process: YES
- Clear procedures for management of payroll, petty cash, procurement, and disbursements: YES
- Staff with the technical expertise to undertake projects: YES

Funders and budget: For 2010, VODIMIR's budget was $85,000. Funders include the International Rescue Committee and CARE International. VODIMIR also receives approximately $500 every three months through its membership program.

Accomplishments:

- Provided seeds and tools to 600 widows in Mushenyi
- Facilitated the medical, psychosocial, and economic reintegration of 1,089 female survivors of sexual aggression in Walungu, Mwenga, and Uvira
- Rehabilitated the central market in Kasheke (Walungu territory)
- Installed an electrically run mill in Ikoma

- Rehabilitated the road between Kazinzi and Kasheke

Strengths:

- Well respected and accepted in the community
- Has competent personnel whose abilities have been proven by external evaluations of projects by donors
- Transparent and rigorous project management. Project leaders visit projects once a week and VODIMIR's coordinator visits all projects once a month. Monthly activity reporting is discussed by the coordinator and project leaders to ensure open communication regarding potential problems and issues.
- Works closely with the provincial authorities

Needs:

- Capacity building and training for microcredit management, SGBV counseling, and mediation
- Greater funding to meet program needs
- Greater awareness among local leaders and authorities of protection, human rights, and law

Organizational vision: Increase the self-sufficiency of vulnerable and marginalized groups, and create peaceful communities working toward the prevention of SGBV

Project proposals:

- **Helping sexual violence survivors:** VODIMIR seeks funds to help 300 survivors of SGBV in the Nyangezi and Walungu health zones of Walungu territory. VODIMIR will assist these women's socioeconomic reinsertion into their communities by providing them with two goats each, and with additional support and follow-up. Cost: $38,550
- **Improving food security:** VODIMIR seeks funds to introduce improved cassava (resistant to mosaic virus) and provide goats and guinea pigs to 250 households in Karhongo (Walungu territory). Cost: $42,000
- **Keeping young girls in school:** VODIMIR seeks funds to educate school authorities, parents' committees, local leaders, and families about why young girls leave school, and about the importance of completing their education. Cost: $26,000

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Organizations by Sector

Table 62: At-risk youth organizations

Maniema	North Kivu	Orientale	South Kivu
	ACPDI ACOPE AIDES CHAM CV GRAADE RACOJ	ACIAR AIDER AJAS CAFEV Caritas Bunia	CELPA EU LAV LDF

Table 63: Conservation and environment organizations

Maniema	North Kivu	Orientale	South Kivu
Caritas Kindu CRONGD MALI Mwanga UMAMA UWAKI	CPDI GECDI SOFEJEP UGADEC	ADIKIS AIDER CdC FLEVICA SAM	EU GRAD ODC

Table 64: Education organizations

Maniema	North Kivu	Orientale	South Kivu
APEF COFEKI DFF Faraja School Complex UWAKI	ACOPE AIDES CV HEAL Africa LIDE LOFEPACO	ADIKIS AIDER AJAS Caritas SAM	AFEM CAPES CELPA EU LAV LDF LUFED PROSPADEC

Table 65: Food security organizations

Maniema	North Kivu	Orientale	South Kivu
ADIF ADRPU Caritas COOPADEM CRONGD DFF Mama Amka Mwanga PAED UMAMA	ACPDI ACOPE AFG AIDES ASAF ASMADI COTEDER GEAD GECDI GRAADE LIDE LOFEPACO SOFEJEP	ADIKIS AIDER Caritas FLEVICA SAM	CAPES GEADES GRAD LUFED ODC PADEBU VODIMIR

Table 66: Health organizations

Maniema	North Kivu	Orientale	South Kivu
ADIF ADRPU ANAM APEF Caritas CRONGD DFF UMAMA UWAKI	ACPDI AFG ASAF ASMADI CHAM FEPSI GEAD HEAL Africa LIDE PROREN RACOJ SFVS SOFEPADI	AIDER AJAS CAFEV Caritas PPSSP	CELPA PADEBU Panzi Hospital and Foundation PROSPADEC

Table 67: Human rights organizations

Maniema	North Kivu	Orientale	South Kivu
ADIF APEF Caritas COFEKI CRONGD DFF HBM MALI Mwanga UMAMA UWAKI	ASMADI DFJ FEPSI FJDF GECDI LISVDHE PDH SFVS SOFEPADI	CdC FLEVICA FOMI Groupe Lotus Securitas Congo	AA AFEM CADI GHB LDF

Table 68: Media organizations

Maniema	North Kivu	Orientale	South Kivu
ADRPU COOPADEM CRONGD HBM MALI	GEAD	Radio Bolingo	AFEM Radio Maendeleo

Table 69: Microfinance and small-business development organizations

Maniema	North Kivu	Orientale	South Kivu
ADIF APEF Caritas COFEKI Mama Amka PAED UMAMA UWAKI	ACPDI AFG CV HEAL Africa Hekima LIDE LOFEPACO	ACIAR ADIKIS APILAF CAFEV FLEVICA FOMI	CAPES COOPEC Muungano GEADES GRAD LAV LDF LUFED

Table 70: Security sector reform and impunity organizations

Maniema	North Kivu	Orientale	South Kivu
		Securitas Congo	

Table 71: SGBV organizations

Maniema	North Kivu	Orientale	South Kivu
COFEKI DFF MALI Mama Amka Mwanga PAED UMAMA	ASMADI DFJ FEPSI FJDF GEAD GECDI GRAADE HEAL Africa LOFEPACO PROREN RACOJ SFVS SOFEJEP SOFEPADI	AIDER APILAF CAFEV Caritas FOMI Groupe Lotus	GHB LUFED ODC Panzi Hospital and Foundation PROSPADEC VODIMIR

Capacity-Building Training Programs

In the course of our field research, ECI became aware that most community-based organizations (CBOs) in eastern DRC need greater administrative, financial, and project management. These needs were particularly acute in small and medium-size CBOs operating in rural areas, but virtually all organizations—large and small—would benefit from stronger internal procedures, better accounting practices, and improved capacities to plan, monitor, and evaluate their work. The most common deficiency ECI noted was the lack of a computerized accounting system. Many CBOs in eastern DRC track their income and expenditures in a book, and while some copy ledger entries into Excel, few groups utilize accounting software such as QuickBooks or Sage. Introducing computerized systems to CBOs in eastern DRC requires additional training in accounting principles, but could improve the organizations' capacities to absorb and properly spend international funding. Other typical shortcomings were a lack of familiarity with the project funding process, deficiencies in strategic planning to guide an organization's work, and inadequate or missing procedural manuals to guide internal management and ensure continuity of operations as personnel change. Some organizations also identified specific technical training needs: for example, in current medical knowledge or counseling techniques.

To address deficiencies and strengthen capacities of small and medium-size organizations in particular, ECI proposes to facilitate training opportunities for CBOs in eastern DRC. Specialized training seminars would cover a variety of topics, including using accounting software, strategic planning, writing a funding proposal, developing personnel manuals, project management, and monitoring and evaluation. One or more trainings could be organized in a central town in each province for representatives of 15 to 20 groups. In addition to providing CBOs with valuable skills that will improve their work, these training seminars will provide an opportunity for organizations from different parts of a province to network, exchange ideas and experiences, and learn from each other as they learn from the trainers. Organizations in eastern DRC that can implement training seminars include:

AGESFO

Location: Goma, North Kivu province

Contact: Solomon Buzuah, +243.994.104.273, and Laurence Kyalondawa, +243.811.965.836, agesfogoma2008@yahoo.fr, www.agesfo.com

Profile: AGESFO (Audit, gestion, formation) is an African training house based in Cameroon with offices in DRC and Chad. It runs training programs in accounting and financial management; and project planning, monitoring, and evaluation. AGESFO can also create tailored training programs

and handle all logistics (transportation, accommodation, and food). Prices depend upon the length of the program and topics covered: for example, a three-day training in Goma on audits, accounting, and finances is $800 per person.

CEFAD

Location: Goma, North Kivu province

Contact: Raphael Kasongo, +243.813.133.942, +243.997.771.455, cefadgoma@yahoo.fr, www.cefad.org

Profile: CEFAD (Centre de formation et d'appui au développement durable) is a Goma-based organization focused on strengthening the capacities of CBOs. CEFAD creates tailored training seminars on a variety of topics related to organizational management and development. It can organize logistics, including transportation, accommodation, and food for seminar attendees. CEFAD works with local groups to develop a price for specialized trainings: fees usually vary from $100 to $400 per person, per day.

CIF

Location: Goma, North Kivu province

Contact: Mr. Baganda, +243.998.604.341, bf@cif.cd, fbaganda2002@yahoo.fr.

Profile: CIF (Centre d'information et formation) is a local Congolese health consultancy and training house. CIF offers training courses that are geared toward organizations working in the health sector in conflict zones. It also offers technical trainings for health professionals. CIF can organize specialized training programs but does not organize logistics for its courses. Prices vary based on content and class size: for example, a six-day training on the management of medicines is $300 per person.

ECAUTEF

Location: Goma, North Kivu province

Contact: Désiré Ghodim, +243.995.524.267 (Goma), +243.999.664.550 (Kinshasa), ecautef.goma@yahoo.fr, www.ecautef.com

Profile: ECAUTEF (Études, conseils, audit, développement des technologies et formation) is an African training house based in Cameroon with offices in Kinshasa and Goma in DRC. It offers training seminars on organizational management, financial management, and human resources, as well as a "Microfinance Academy" for groups working in this sector. ECAUTEF can also create tailored training programs and handle all logistics (transportation, accommodation, and food). Prices depend upon the length of the program and topics covered: for example, a three-day training in Goma on basic organizational management is $500 per person.

MDF Training and Consultancy

Location: Goma, North Kivu province

Contact: Annet Bok, +243.999.305.631, mdfac@mdfac.org, www.mdf.nl

Profile: MDF is an international training consultancy that offers training courses, advisory services, and coaching. MDF's Central African bureau is in Goma. It offers a wide range of courses on topics such as organizational management, planning, monitoring and evaluation, and programming in conflict zones. MDF has a good reputation but is relatively expensive compared to African-based training institutions. MDF can create tailored training programs but also offers fixed courses. Prices vary based on content and duration: for example, a five-day class on strategic planning and organizational development is $1,150 per person.

ECI ORGANIZATIONAL ASSESSMENT: English

Part I: General Organizational Information

1. Name of organization:
2. Email address/physical address:
3. Province:
4. Health zone/territory (how many?):
5. Headquarters:
6. Date of creation:
7. Name and job title of respondent:
8. Legal representative:
9. Operational authorization:
10. Legal status:
11. What sector/area of work is your organization working in?
12. What is the main objective of your organization? Do the activities of the organization correspond with the organizational objectives? Are the objectives linked to the Millennium Development Goals?
13. What policies and strategies are in place to facilitate program planning and reporting of the organization?
14. Does the organizational strategic plan contribute to the national, regional, and/or provincial strategies in the relevant sectors?
15. Who are the target groups/communities for your activities?
16. Is your staff well informed of events and developments within their sector of expertise? How do they keep informed?
17. When the organization was started, was there baseline research executed to develop realistic indicators? Is baseline research an integral part of your activity planning?
18. Have you implemented a monitoring and evaluation plan? What sort of technical tools do you use?

19. Does your organization measure its results according to predefined indicators? Please cite an example.
20. Do you have an internal system of annual evaluation of your activities? If yes, could you please provide a copy of the last evaluation?

Part II: SNOR (Strengths, Needs, Opportunities, and Risks)

Organizational Analysis:

- What are the strengths of your organization?
- What needs does your organization have in order to be able to do its work better?
- What opportunities are available around your organization that contribute to the realization of your objectives and the work in your specific sectors?
- What risks does your organization face that could affect its operation (e.g., security, financing, etc.)?

Part III: Organizational Details

Human Resources:

1. What are your procurement and supply chain procedures (supplier analysis, call for proposals, etc.)? How do you ensure that quality service is delivered?
2. Do you have sufficient logistical material of enough quality for your operations (for example, office space and supplies, communications material, water, electricity, etc.)? Is there a maintenance system and schedule for this equipment? Is it included in the budget?
3. Does your organization perform a regular inventory of all your equipment? If yes, how often?

Governance Capacity:

1. Does your organization have an organizational chart? Are all the required positions represented? Are all the posts filled?
2. What is the decision-making process and trail in your organization?
3. Does your organization hold staff meetings on a regular basis? Are they recorded?
4. Do you have a board of directors/other management body?
5. Who appoints its members?
6. How often does the board of directors meet? Can you please provide copies of the minutes? Is this information disseminated to relevant stakeholders?
7. What is the supreme governing legal body of the organization? How are they implicated in the management and strategic development of the organization?

Networking and Advocacy Capacities:

1. If necessary, how do you coordinate the relationship between the local level and the headquarters of the organization?
2. Who are the partners of your organization? Please describe your links with other community networks, civil society, and the commercial sector.
3. Are you, as an organization, active/implicated in advocacy activities? Describe the main themes you work on and, if possible, provide examples of documents and material used.
4. What are some changes and/or results that you have realized/achieved with these themes?
5. How does your organization ensure the participation of the community in the project cycle management?
6. Does your organization involve local, traditional, and administrative authorities in your activities?
7. What are your visibility and marketing strategies?

Financial Management Capacities:

1. Does your organization have a bank account? At which bank?
2. How do you organize your accounting system?
3. How do you financially monitor all the different projects? Can you please provide budget documentation to verify the consistency of your financial reporting?
4. What action is taken in the case of contradiction in accounting figures?
5. What regulations and procedures are in place to monitor the financial systems? Does more than one person control the financial transactions?
6. How do you manage the petty cash/safe of the organization?
7. How do you organize your budget?
8. Does the organization management commission external audits? If yes, how often? Are these institutional or by project?

Additional Important Information:

1. Funding details:
    a. Amount
    b. Funder
    c. Duration
    d. Location
2. Who is financing current activities?
3. What are the organization's own funds?

Project Proposals:

Please prepare concept notes for three project proposals (1–2 pages) including the following details:

- Title of project
- Description of project: objective, target group, location, expected results, time frame, global budget, and summary monitoring and evaluation plan

ECI ORGANIZATIONAL ASSESSMENT: French

Parti I: Information Générale de l'Organisation

1. Nom de l'Organisation:
2. Adresse Email/courriel:
3. Province :
4. Zone de Santé/territoire (combien):
5. Siege/Base du bureau:
6. Date de création:
7. Nom et Poste du répondant:
8. Représentant légal:
9. Autorisation de fonctionnement:
10. Personnalité juridique:
11. Votre organisation se situe dans quel secteur/domaine de travail?
12. Quel est l'objectif principal de votre organisation? Les activités actuelles correspondent-ils aux objectifs de l'organisation? Est ce que ces objectifs sont liés aux objectifs du millénaire?
13. Quels sont les politiques et stratégies mis en place pour la programmation et le rapportage de l'organisation?
14. Votre plan stratégique contribue-il à la stratégie nationale, régionale et/ou provinciale? Si oui le quel? Etes-vous en contact régulier avec les autorités provinciales?
15. Quel est le groupe cible/communauté cible de votre organisation?
16. Votre organisation est-il informés des développement/actualités dans votre secteur d'expertise? Comment?
17. Au début de l'organisation, avez-vous exécuté un recherche et développer des indicateurs fiable? Avez-vous l'habitude de faire des recherches de base avant de planifier les activités?
18. Avez mis en place un plan de suivi et évaluation? Quels en sont les outils techniques?
19. Votre organisation mesure t-elle ses résultats face aux indicateurs prédéfinis? Fournir des exemples a l'appui.
20. Avez-vous un système d'évaluation interne des activités d'une manière annuelle? Si oui, avoir la copie du denier evaluation.

Parti II: SNOR (Forces, Besoins, Opportunites Et Risques)

Analyse des organisations:

- Quels sont les forces de votre organisation?
- Quels sont les besoins de votre organisation pour mieux repondre aux defits/besoins du secteur dans lequel vous oeuvrez ou encore les besoins de votre communautes cible?
- Quels sont les opportunites disponible autour de votre organisation pouvant contribuer a l'accomplissement des objectifs de votre organisation ou meme d'expandre votre travail dans d'autres secteurs?
- Quels sont les risques aux quels font faces votre organization pouvant affecter la le fonctionnement de votre organization (e.g. securite, financiere, etc).

Parti III: Détailles d'Organisation

RESSOURCES HUMAINES:

1. Votre organisation a combien d'agents qualifies et dans quels domaines et combien permanent et temporelle?
2. Comment procédez-vous pour embaucher un nouvel agent? La procédure est-elle compétitive et transparente? Est-ce que on peut voir une copie d'offre d'emploi, des tests et d'interviews (preuve)?
3. Les agents de votre organisation ont-ils tous signes de contrats de prestation? Est-ce qu'ils ont des répartitions des taches? Quelles sont les processus d'annulation des contrats?
4. Votre organisation fait-elle l'analyse de besoin de renforcement de capacité de ses agents? Quels sont les domaines prioritaires?
5. Quel est le système mis en place pour canaliser les plaintes et/ou les besoins?

CAPACITÉS ADMINISTRATIVE:

1. Quels sont les processus de passations de marche? (Analyses de fournisseurs, lancement d'offre, etc.) Comment est-ce que vous vous rassurez le suivi des services rendus?
2. Avez-vous des matériels logistique de qualité pour un meilleur fonctionnement, par exemple; les équipements et espace du bureau, matériel de communication, eau, électricité, etc.? Y a-t-il un système d'entretien de ces matériels ? Est-ce que c'est budgétisé?
3. Faites-vous des exercices d'Inventaire des patrimoines de votre organisation? Si oui, sur quelle fréquence?

CAPACITÉ DE GOUVERNANCE:

1. Est-ce que votre organisation possède un organigramme ? Est-ce que on y trouve tous les postes? Si oui, ces postes sont-ils remplis?
2. Quels sont les processus de prise des décisions au sein de votre organisation?
3. Tenez-vous des réunions de personnels d'une manière régulière? Sont-elles documentes?
4. Avez-vous un conseil d'administration/organe de gestion?
5. Qui désigne ces membres?
6. Sur quelle fréquence les membres du Conseil d'Administration se réunissent-ils? Est-ce qu'on peut voir les PV des réunions, svp? Partage d'information et des PV's?
7. Quel est l'organe responsable/suprême légal d'organisation? Et comment est-ce qu'ils sont impliqués dans la gestion et le développement stratégique?

CAPACITÉS DE NETWORKING ET PLAIDOYER:

1. Si nécessaire, comment coordonnez-vous les relations entre la base et le siège de l'organisation?
2. Quels sont les partenaires votre l'organisation? Décrives les liens avec d'autres réseaux communautaires, société civiles et commerçants.
3. Etes-vous actif/impliques dans les activités de plaidoyer? Décrivez les thèmes principaux et si possible avoir les documentations et matériels utilises.
4. Quels sont les changements et résultats que vous avez réalisés/acquits dans ce domaine?
5. Comment est ce que votre organisation se rassure de la participation communautaire dans la gestion du cycle de projet?
6. Votre organisation implique telle les autorités locale/coutumier/administrative?
7. Quels sont vos stratégies de visibilité?

CAPACITÉS/GESTION FINANCIÈRE:

1. L'organisation a-t-elle un compte bancaire? Quelle banque?
2. Comment est-ce que vous organisez votre système comptable?
3. Comment est-ce que vous faites le suivi des différents projets? Voir documentation des budgets pour vérifier la consistance et système de rapportage sur les fonds et projets.
4. Quels sont les mesures correctionnelles qui sont prises en cas contradiction dans les comptes?
5. Quels sont les régulations et procédures en place pour faire le contrôle des responsabilités et systèmes financières? Est-ce que plus d'une personne tienne les écritures et gèrent les transactions financières?

6. Comment est-ce que vous gèrent le petit cash/le coffre de l'organisation?
7. Comment est-ce que vous organises vos comptes?
8. Tenez-vous des exercices d'audit externes? Si oui, sur quel fréquence? Sont ils les exercices d'audit institutionnelle ou encore audit par projet?

INFO ADDITIONNELLE IMPORTANT:

1. Détails de financement:
   a. Montant
   b. Bailleurs des fonds
   c. Durée
   d. Location
   e. Description de travaille
2. Qui finance les activités en cours
3. Fonds propre d'organisation

PROPOSITION DE PROJET:

Veuillez nous préparez les notes de concept pour trois propositions (1–2 pages) de projet avec les détails suivant:

- Titre de projet
- Description de projet: objectif, bénéficiaire/groupe cible, localisation, résultat attendus, période, budget et système de suivi et evaluation

Towns Visited

Maniema

1. Alunguli
2. Kalima
3. Kampene
4. Kasongo
5. Katako
6. Kibombo
7. Kindu
8. Kunda
9. Lwama
10. Magobola
11. Pangengele
12. Pangi
13. Punia

North Kivu

1. Beni
2. Bunagana
3. Butembo
4. Djomba
5. Goma
6. Itebero
7. Kahe
8. Kampala
9. Kirolirwe
10. Kitchanga
11. Kiwanja
12. Lubero
13. Masisi
14. Mubi
15. Mwesso
16. Njingala
17. Oicha
18. Rubare
19. Rutshuru
20. Tshengerero
21. Walikale

Orientale

1. Ango
2. Bunia
3. Dungu
4. Durba
5. Isiro
6. Kasenyi
7. Kisangani
8. Tchomia
9. Watsa

South Kivu

1. Baraka
2. Bukavu
3. Burhale
4. Bunyakiri
5. Fizi
6. Kabare
7. Kalehe
8. Kavumu
9. Kitutu
10. Lugungu
11. Luvungi
12. Mapimo
13. Mboko
14. Minova
15. Misegesege
16. Miti
17. Mwenga
18. Shabunda
19. Uvira
20. Walungu

Organizations Interviewed

Maniema

1. ABC (Kalima, Kindu)
2. ACEFA (Kindu)
3. ADIF (Kalima, Kindu)
4. ADRPU (Punia)
5. ANAM (Kindu, Kunda)
6. APDMA (Kindu)
7. APEF (Kindu)
8. APROFPMA (Kindu)
9. BCZ (Kasongo, Alunguli, Kalima)
10. BTC (Kindu)
11. CAPS (Kindu)
12. CARE International (Kasongo, Kindu)
13. Caritas (Kibombo, Kindu)
14. Central Bank (Kindu)
15. Christian Aid (Kindu)
16. CIOD (Kindu)
17. COFEKI (Kibombo)
18. COOPADEM (Kasongo)
19. COOPEC Imara (Kindu)
20. COOPEC Musaada Wetu (Kindu)
21. COOPECD (Kindu)
22. CRONGD (Kindu)
23. DFF (Kindu)
24. Division of the Environment (Kindu)
25. Division of Planning (Kindu)
26. ECC (Kindu)
27. Faraja School Complex (Kindu)
28. EPSP (Kindu)
29. FCP (Kindu)
30. Fondation femme plus (Punia)
31. Fondation mama bondedo (Punia)
32. GIZ (Kindu)
33. Haki za binadamu (Kindu)
34. Hôpital CELPA (Kindu)
35. Hôpital général (Kindu)
36. ICCN (Kindu)
37. ISTM (Kindu)
38. MALI (Kindu)
39. Mama Amka (Kasongo)
40. MONUSCO (Kasongo, Kindu)
41. Mwanga (Kindu)
42. OCHA (Kindu)
43. PAED (Kindu)
44. PNUD (Kindu)
45. Provincial Inspector of Health (Kindu)
46. Provincial Ministry of Education (Kindu)
47. Radio Okapi (Kindu)
48. RTK (Kindu)
49. Safe Motherhood Hospital (Kindu)
50. SAPRODEV (Kasongo)
51. Solidarité féminine (Kindu)
52. UMAMA (Kindu)
53. UWAKI (Kasongo, Kindu)
54. UWAM (Kindu)
55. VJB (Kasongo)

North Kivu

1. ACDEO (Kitchanga)
2. ACODRI (Kitchanga)
3. ACOPE (Beni)
4. ACPD (Kitchanga)
5. ACPDI (Butembo)
6. ACREDISAC (Butembo)
7. ActionAid (Walikale)
8. ADDE (Walikale)
9. AFG (Beni)
10. AFNAC (Beni)
11. AGESFO (Goma)
12. AIDES (Goma)
13. ALPM–KIVU (Goma, Walikale)
14. APEPDH (Kiwanja)
15. ASADHO (Beni)
16. ASAF (Goma)
17. ASMADI (Rubare)
18. Association pour le développement rural de Kagenda (Bunagana)
19. Association pour le développement de la femme et de la fille (Bunagana)
20. BCZ (Butembo)
21. BOAD (Goma)
22. CAEM (Bunagana)
23. CAF (Beni)
24. CAMJD (Butembo)
25. Caritas (Goma, Walikale)
26. CBCA Buturande (Kiwanja)
27. CEFAD (Goma)
28. CEPROSSAN (Butembo)
29. CHAM (Beni)
30. Civil Society (Beni)
31. COCVEPA (Kiwanja)
32. CODECO (Rubare)
33. COTEDER (Butembo)
34. CPAPP (Beni)
35. CPNCK (Goma)
36. CPNK (Goma)
37. CRADI (Lubero)
38. CRONGD (Goma)
39. CV (Goma)
40. DFJ (Goma)
41. Directeur technique de la RT Rwanzururu (Beni)
42. Dr. Jeef, District Medical Director (Beni)
43. Dr. Tresor Mosomo (Itebero)
44. ECAUTEF (Goma)
45. EPSP (Walikale)
46. ETN (Goma)
47. FAEF (Butembo)
48. FEPSI (Butembo)
49. FJDF (Butembo)
50. FOD (Kiwanja)
51. Fondation nature humanité (Itebero)
52. GADHOP (Butembo)
53. GAMAC (Kiwanja)
54. GEAD (Goma)
55. GECDI (Kitchanga)
56. GRAADE (Walikale)
57. GRACE (Bunagana)
58. GRADECO (Walikale)
59. HEAL Africa (Goma)
60. Health District (Butembo)
61. Hekima (Goma)

62. ICLA NRC coordinator (Kiwanja)
63. IDCL (Lubero)
64. IMC (Walikale)
65. Institut supérieur d'études agronomiques de Mwesso
66. ISDR (Beni)
67. Joint administrator in charge of development (Rutshuru)
68. Le président du comité de retournées (Kitchanga)
69. LIDE (Butembo)
70. LISVDHE (Rubare)
71. LOFEPACO (Butembo)
72. MAAMS (Beni)
73. Magistrat Mastaki Blaise (Beni)
74. Mayor of Beni
75. Mr. Eugene Katsitsi, Inspecteur du développement rural (Lubero)
76. NRC (Beni)
77. Oxfam GB (Beni)
78. PAIDEK (Butembo)
79. PDH (Goma)
80. PNC (Beni)
81. PNUD (Beni, Goma, Walikale)
82. PROREN (Beni)
83. RACOJ (Walikale)
84. Radio communautaire Ushirika (Kiwanja)
85. SAFDF (Butembo)
86. Secrétaire de la mairie (Butembo)
87. SIDH (Rubare)
88. SODECO (Walikale)
89. SOFEJEP (Butembo)
90. SOFEPADI (Beni)
91. SOPREDU (Butembo)
92. SYDIP (Butembo)

93. Syndicat d'alliance paysanne (Kiwanja)
94. TPDI (Walikale)
95. UGADEC (Goma)
96. UNHCR (Rutshuru)
97. UVDS (Kitchanga)
98. World Vision (Kiwanja, Rubare)

Orientale

1. ACIAR (Bunia)
2. ADIKIS (Kisangani)
3. ADRA (Ango)
4. ADRP (Watsa)
5. ADVW/Q. Kilo-Moto (Watsa)
6. AFEPA (Ango)
7. AFEWA (Watsa)
8. African Inland Church (Bunia)
9. AIDER (Dungu)
10. AJAS (Bunia)
11. ANR (Kisangani)
12. APILAF (Kisangani)
13. ARPFD (Isiro)
14. ASSAHU (Watsa)
15. ATRESEP (Watsa)
16. CAFEV (Dungu)
17. Caritas (Bunia, Dungu, Watsa)
18. Catholic Diocese (Bunia, Isiro)
19. CdC (Bunia)
20. CECA (Bunia)
21. CEEC (Bunia)
22. CEFOPRO Maçonnerie (Watsa)
23. Chef de cité (Watsa)

24. CJDM/Q. Mangoro (Watsa)
25. COFEKI (Watsa)
26. Collectivity of NGOs (Watsa)
27. COMICO (Bunia)
28. Conscience (Dungu)
29. Cooperative Mugumba (Kasenyi)
30. Cooperative Tunjenge (Tchomia)
31. CRONGD (Kisangani)
32. CTB (Kisangani)
33. District Commissioner of Isiro Territory (Isiro)
34. EJDP (Kasenyi)
35. FLEVICA (Bunia)
36. FOMASI (Kisangani)
37. FOMI (Bunia)
38. FORPRORU (Watsa)
39. GADPAD (Watsa)
40. Green House (Bunia)
41. Groupe Lotus (Kisangani)
42. ISP (Watsa)
43. Justice et Libération (Kisangani)
44. MAF Congo (Bunia)
45. Medair (Ango, Bunia)
46. Ministry of Education (Kisangani)
47. Ministry of Environment (Kasenyi)
48. Ministry of Health (Kisangani)
49. Ministry of Planning, Industry, and Mines (Kisangani)
50. MONUSCO Political Affairs (Bunia)
51. MONUSCO Rule of Law (Bunia)
52. OCHA (Bunia, Dungu)
53. Oxfam-Québec (Dungu)
54. PAF (Watsa)

55. PNUD (Bunia, Kisangani)
56. PPSSP (Bunia)
57. Prof. Lifoli, UNIKIS (Kisangani)
58. Radio Boboto (Isiro)
59. Radio Bolingo (Kisangani)
60. Réseau Haki na Amani (Bunia)
61. SAM (Wamba)
62. SAV (Isiro)
63. Secrétaire de cité (Kasenyi)
64. Securitas Congo (Bunia)
65. Solidarités International (Bunia)
66. Support Mining Initiative (Bunia)
67. SVDA (Ango)
68. Territorial Administration (Ango)
69. TOMECA (Watsa)
70. UNDSS (Dungu)
71. U.S. State Department official (Kisangani)
72. Voix des Opprimés (Isiro)
73. WFP (Ango)

South Kivu

1. AAP (Shabunda)
2. Administrator of the Territory (Shabunda)
3. ADR (Shabunda)
4. ADSSE (Minova)
5. AJEDIKA (Uvira)
6. AJSPD/SHA (Shabunda)
7. AMOFUT (Baraka)
8. Arche d'Alliance (Shabunda, Uvira)
9. Army intelligence officer (Bunyakiri)
10. ARS (Shabunda)

11. ASEFEM (Walungu)
12. ASPFA (Mwenga)
13. Associated Press of Congo (Bukavu)
14. Association de gens de troisième âge (Shabunda)
15. Association of Fisheries (Uvira)
16. AVUDES (Kalehe)
17. BEAAPS (Bukavu)
18. CADI (Uvira)
19. CAPES (Bukavu)
20. CELPA (Bukavu)
21. Chief Medical Officer (Shabunda)
22. Civil Society (Shabunda)
23. COBADER (Mwenga)
24. COOPEC Muungano (Luvungi)
25. COPD Kivu (Kabare)
26. CRONGD–South Kivu (Bukavu)
27. CRS (Bukavu)
28. CTVLS (Shabunda)
29. DAN Church Aid (Bukavu)
30. Fondation sentinelles (Bukavu)
31. GALE (Kalehe)
32. GAPGL (Kabare)
33. GAS (Burhale)
34. GEADES (Mboko)
35. GHB (Bukavu)
36. GIZ (Shabunda)
37. GRAD (Fizi-Baraka)
38. Héritiers de la justice (Bukavu)
39. ICRC (Bukavu)
40. ILDs (local development initiatives) (Misegesege, Mapimo)
41. Inspection provincial de la santé (Bukavu)

42. LAV (Bukavu)
43. LDF (Walungu)
44. LUFED (Uvira)
45. Michelle Faul, Associated Press (Baraka, Bukavu)
46. MILOPS (Shabunda)
47. Ministry of Social Affairs (Bukavu)
48. MONUSCO (Shabunda)
49. OCHA (Bukavu, Shabunda)
50. ODC (Kitutu)
51. OPDE (Uvira)
52. OPSDI (Shabunda)
53. OSISA (Baraka)
54. PADEBU (Bunyakiri)
55. Pamoja tucheze (Bukavu)
56. Panzi Hospital and Foundation (Bukavu)
57. PNUD (Bukavu)
58. PROSPADEC (Bunyakiri)
59. RADHF (Baraka)
60. Radio Maendeleo (Bukavu)
61. Radio Okapi (Bukavu)
62. SIDEBA (Shabunda)
63. Tearfund (Baraka)
64. UDSHA (Shabunda)
65. UNICEF (Bukavu)
66. UPRELO (Shabunda)

Acronyms and Abbreviations

AA: Arche d'Alliance

AAA: Action Agro Allemande

ABA: American Bar Association

ACDI-CIDA: Agence Canadienne de développement internationale - Canadian Agency for International Development

ACF-USA: Action contre la faim - USA

ACIAR: Help for Intercultural Communication and Rural Self-Help

ACOPE: Concrete Actions for the Protection of Infancy

ACP: Action pour la concorde

ACPDI: Action of Community Farmers for Integral Development

ACTED : Agence d'aide a la coopération technique et au développement

ADI-KIVU: Actions pour le développement intégré au Kivu

ADIF: Association for the Development of Women's Initiatives

ADIKIS: Action for the Integral Development of Kisangani and the Congolese Central Basin

ADR: Action for Detraumatization and Reconciliation

ADRA: Adventist Development and Relief Agency

ADRPU: Action for the Rural Development of Punia

ADVW: Action for the Development and Vision of Watsa/Kilo-Moto Quarter

AFDL: Alliance des forces démocratiques pour la libération du Congo

AFEPA: Association for the Promotion of the Women of Ango

AFEWA: Association of Women Teachers of Watsa

AFG: Act for Gender

AG: Assemblée générale (General Assembly)

AIDER: Action to Identify and Develop Efforts of Reconstruction

AIDES: Actions and Interventions for Social Development and Training

AJAS: Youth Association for Actions against HIV/AIDS

ALDI: Association locale pour le développement intégral

ANAM: Health and Development Association

ANR: Agence nationale de renseignement

APCLS: Alliance des patriotes pour un Congo libre et souverain

APEC: Association pour la protection de l'enfant au Congo

APEF: Association for the Support of the Women of Maniema

APF: African Parks Foundation

APILAF: Association for the Promotion of Local Initiatives in Forested Areas of Africa

ARS: Action for Reconciliation and Stabilization

ASADHO: Association Africaine de défense des droits de l'homme

ASAF: Women's Health Actions

ASMADI: Women's Association for Integral Development

ASSAHU: Association of Farmers of Haut-Uélé

ATRASEP: Association Working for Potable Water Sources

AVSI: Association of Volunteers in International Service

BASICS: Basic Support for Institutionalizing Child Survival

BCC: Banque centrale du Congo

BCDC: Banque commerciale pour le développement du Congo

BCECO: Central Bureau of Coordination

BCR: Banque commerciale du Rwanda

BCZ: Bureau Central de Zone de Santé

BDC: Bureau de céveloppement de Caritas

BDD: Bureau diocésain de développement

BDJP: Bureau diocésain de justice et paix

BDOM: Bureau diocésain des œuvres médicales

BIAC: Banque internationale pour l'Afrique au Congo

BIC: Banque internationale de crédit

BIT: Bureau international de travail

BOAD: Bureau œcuménique d'appui au développement

CA: Conseil d'administration

CADECO: Caisse générale d'epargne du Congo

CADI: Action Committee for Integral Development

CAFEV: Center to Help Vulnerable Women and Children

CAFOD: Catholic Agency for Overseas Development
CAMPS: Centre d'assistance médicale et psycho sociale
CANDIP: Centre d'animation et de diffusion pédagogique
CAPES: Center for Promotion for Economic and Social Support
Caritas: Catholic Agency for International Aid and Development
CARPE: Programme régional pour la conservation en Afrique centrale
CBM: Christoffel Blindenmission
CBO: Community Based Organization
CCFD: Catholic Committee Against Hunger and for Development
CdC: The Consultation Group
CDJP: Commission diocésaine justice et paix
CEDI: Centre d'etudes pour le développement intégré
CEEC: Centre d'evaluation, d'expertise, et de certification
CEFOPRO: Center of Professional Masonry Training
CELPA: Community of Free Pentecostal Churches in Africa
CEPAC: Communauté des eglises Pentecôtistes en Afrique centrale
CESVI: Cooperazione e Sviluppo
CFSVA: Comprehensive Food Security and Vulnerability Analysis
CHAM: Community Hope Action Ministry
CIF-SANTE: Conseil-Information-Formation en Santé
CIFOR: Center for International Forestry Research
CISP: Comitati Internazionale per lo Sviluppo dei Popoli
CJDM: Community of Youth for the Development of the Milieu/Mangoro Quarter
CNDP: Congres national pour la défense des peuples
COFEKI: Kibombo Women's Collective
COODEFI: Coopérative pour le développement economique et financier
CEFORMAD : Centre de formation pour le management et le développement
COOPADEM: Cooperative of Agricultural and Artisanal Production for the Development of Maniema
COOPEC: Coopérative d'epargne et de crédit
COOPI: Cooperazione Internazionale

COPEMECO: Confédération des petites et moyennes entreprises Congolaises
CORDAID: Catholic Organization for Development and Cooperation
COSI: Congo-Solidarité-Information
COTEDER: Technical Council for Rural Development
CREDEF: Centre de ressources et de développement en emploi et formation
CRONGD: Regional Board of National Development Organizations
CRS: Catholic Relief Service
CTB: Cooperation technique Belge (Belgian Development Agency)
DDC: Direction du développement et de la coopération
DDR: Disarmament, Demobilization, and Reintegration
DFF: Department for Women and Family
DFGFE: Dian Fossey Gorilla Fund Europe
DFGFI: Dian Fossey Gorilla Fund International
DFID: Department for International Development (United Kingdom)
DHS: Demographic and Health Survey
DIILS: Defense Institute of International Legal Studies
DRC: Democratic Republic of Congo
ECC: Eglise du Christ au Congo
ECHO: European Commission of Humanitarian Office
ECI: Eastern Congo Initiative
EED: German Evangelical Service
EIA: Environmental Impact Assessment
EISA: Electoral Institute for the Sustainability of Democracy in Africa
ENRA: Enzyme Refiners Association
EPSP: Enseignement primaire, secondaire et professionnel
EU: Children of Uvira (Enfants d'Uvira)
EU: European Union
EUB: Equipe d'urgence de la biodiversite
EUSEC : European Security Mission
FAO: Food and Agriculture Organization (United Nations)
FARDC: Forces armées de la République Démocratique du Congo

Farmamundi: Farmaceuticos Mundi

FCP: Fonds pour la consolidation de la paix

FDLR: Forces démocratiques pour la libération du Rwanda

FED: Fonds Européen pour le développement

FENAPEC: Fédération nationale des artisans, petites et moyennes entreprises congolaises

FEPSI: Women Engaged for the Promotion of Integral Health

FFI: Flora and Fauna International

FIDH: International Federation for Human Rights

FINCA: Foundation for International Community Assistance

FJDF: Women Jurists for the Rights of the Woman and the Child

FLEVICA: Rivers of Pure Water that Flow to Others

FNI: Front Nationaliste Intégrationniste

FOCA: Forces combattantes abacunguzi

FOLECO: Fédérations des organisations non gouvernementales a vocation economique du Congo

FOMA: Forum des mamans de Mahagi

FOMI: Women's Forum of Ituri

FORPRORU: Fonds de promotion rurale

FPJC: Front populaire pour la justice au Congo

FPLC: Front patriotique pour la libération du Congo

FPR: Front patriotique Rwandais

FRPI: Front de resistance patriotique de l'Ituri

FY: Fiscal year

GAD: Garde d'auto defense locale

GADPAD: Action Group for the Development of a Bridge over the River Arebi at Dilolo

GAMF: Groupe d'acteurs de microfinances

GDP: Gross domestic product

GEAD: Study and Action Group for a Well Defined Development

GEADES: Group of Study and Action for the Development of South Kivu

GECDI: Community Framing Group for Integral Development

GEF: Global Environmental Facility

GEMIFIC: Groupe d'expertise en microfinances au Congo

GHB: Groupe Hirondelles Bukavu

GHI: Global Health Initiative

GIC: Gilman International Conservation

GIZ (formerly GTZ): Deutsche gesellschaft für internationale zusammenarbeit

GLCI: Great Lakes Cassava Initiative

GRAADE: Group of Action and Support for Indigenous Development

GRAD: Action Group for Development

GRIP: Groupe de recherche et d'information sur la paix et la sécurité

HAP: Humanitarian Action Plan

HBM: Rights of the Human

HEAL Africa: Health, Education, Community Action and Leadership Development Africa

HIV/AIDS: Human immunodeficiency virus/acquired immunodeficiency syndrome

IANSA: International Action Network on Small Arms

ICC: International Criminal Court

ICCN: Institut Congolais pour la conservation de la nature

ICCO: Inter Church Organization for Development Cooperation

ICRC: International Committee for the Red Cross

IDP: Internally displaced person

IFAW: International Fund for Animals Welfare

IFDC: International Research, Technical Development and Problem Solving in Agriculture Sustainability

ILP: Local Initiative for Peace

IMC: International Medical Corps

IMF: International Monetary Fund

INAFI: International Network of Alternative Financial Institutions

INL: International Narcotics and Law Enforcement Affairs

IOM: International Organization for Migration

IPF: Integrated Program Framework

IRC: International Rescue Committee

IRIN: Integrated Regional Information Networks

IRRI: International Refugee Rights Initiative

ISJ: Inspection des services judiciaires

ISP: Institut supérieur pédagogique

ISSSS: International Security and Stabilization Support Strategy

IT: Information technology

IUCN: International Union for the Conservation of Nature
JRS: Jesuits Relief Services
KFW: Kreditanstalt für Wiederaufbau
KIOS: The Finnish NGO Foundation for Human Rights
LAC: Local Action Committee
LAV: Let Africa Live
LD: Louvain Development
LDF: Uplifting of Women of South Kivu
LGBTI: Lesbian gay bi-sexual transgender intersex
LIDE: Development League for Congo
LISVDHE: League of Voluntary Sacrifice for Human Rights and the Environment
LIZADHO: Ligue Zairoise de droit de l'homme
LOFEPACO: League of Women's Farmers Organizations in Congo
LRA: Lord's Resistance Army
LUFED: Wide Union of Women for Development
LWF: Lutheran World Federation
MALI: Maniema Freedom
MALTESER: Humanitäre hilfe des Malteserordens in Afrika
MECRECO: Mutuelle d'epargne et de crédit au Congo
MERLIN: Medical Emergency Relief International
MFI: Microfinance Institution
MGVP: Mountain Gorilla Veterinary Project
MIS: Management Information System
MONUSCO: United Nations Organizations for Stabilization Mission in the Congo
MSA: Multi-Sectoral assessment
MSF: Médecins sans frontières
MUSO: Mutual Solidarity
NALU: National Army for the Liberation of Uganda
NED: National Endowment for Democracy
NFI: Non-Food items
NGO: Non-Governmental organization
NPM: Women's Pacifist Network
NRC: Norwegian Refugee Council

OCHA: Office for the Coordination of Humanitarian Affairs (United Nations)
ODC: Eye for the Development of Congo
OECD: Organization for Economic Cooperation and Development
OIM: Organisation Internationale de Migrations (same as IOM)
OKIMO: Office de mines d'or de Kilomoto
OMS: Organisation mondiale de santé
OSISA: Open Society Initiative for Southern Africa
Oxfam GB: Oxfam Great Britain
PADEBU: Program of Action for the Development of a United Base
PAED: Program of Assistance to the Disadvantaged Youth of Maniema
PAF: Promotion of Trees and Forests in the Territories of Faradje and Watsa
PAIDEK: Programme d'appui aux initiatives pour le développement economique au Kivu
PAM: Programme d'alimentaire mondial (World Food Program)
PARECO: Coalition des patriotes résistants Congolais
PARSS: Forest and Nature Conservation Project
PDH: Promotion of Democracy and Protection of Human Rights
PEP: Post-Exposure prophylaxis
PICG: International Program for Conservation of Gorillas
PMI: Presidential Malaria Initiative
PNC: Police nationale Congolaise
PNDS: Plan national de développement sanitaire
PNLS: Programme national de lutte contre le Sida
PNMLS: Programme national multi-sectoriel de lutte contre le Sida
PPRD: Parti du peuple pour la reconstruction et la démocratie
PPSSP: Program of Primary Health Care
PRONANUT: Programme national pour la nutrition
PROREN: Responsible Reproductive Health Program in North-Kivu
PROSPADEC: Program of Public Health and Assistance for Community Development
PYM Norway: Pentecostal Foreign Mission of Norway
RADHOSKI: Réseau des associations des droits de l'homme au Sud-Kivu
RAFDEKA: Network of Women's Associations for Development in Kasongo
RAMIF-NK: Réseau des associations de microfinances au Nord-Kivu
RAPPER: Network of Associations for the Protection and Promotion of Children

RC: Resistance Committee

RCD: Rassemblement Congolais pour la Démocratie

RCD-ML: Rassemblement Congolais pour la Démocratie – Mouvement de Libération

REFED: Réseau femme et développement

REMA: Réseau des mamans de Mambasa

RENADEF: Réseau national pour le développement de la femme

REPRODHOC: Réseau provincial des organisations de droits de l'homme au Congo

RIFIDEC: Regroupement des institutions du système de financement décentralisé du Congo

RRMP: Rapid Response to Population Movement

SALT: Support and stimulation; appreciation and help; link and listen; transfer and transform

SAM: Food Security within Households

SC-UK: Save the Children–United Kingdom

SECID: South-East Consortium for International Development

SFVVS: Synergie des femmes pour les victimes des violences sexuelles

SGBV: Sexual and gender-based violence

SIDA: Swedish International Development Cooperation Agency

SIDEBA: Association for Development Initiative of the Batshunga Collectivity

SNSA: Stratégie nationale de sécurité alimentaire

SOFEJEP: Solidarity of Women and Small Farmers Organizations

SOFEPADI: Feminine Solidarity for Peace and Integral Development

SOKIMO: Society for the Mines of Kilo Moto

SPLA: Sudan People's Liberation Army

STAREC: Programme de pacification, de stabilisation et de reconstruction de l'est du Congo

SVDA: Voluntary Service for the Development of Ango

SVI: Italian Development Cooperation

SZF: Frankfurt Zoological Society

TENAFEP: Test national de fin d'etudes primaires

TGD: Tous pour le genre dans le développement

TMB: Trust Merchant Bank

TOMEKA: Let us try!

UDSHA: Development Union for Shabunda

UGADEC: Union of Associations for the Conservation of Gorillas and Community

Development in Eastern DR Congo

UMAMA: Women's Union for Development

UN-REDD: Program on Reducing Emissions from Deforestation and Forest Degradation in Developing Countries

UNDP: United Nations Development Program

UNEP: United Nations Environment Program

UNFPA: United Nations Population Fund

UNHCR: United Nation High Commissioner for Refugees

UNICEF: United Nation Children's Education Fund

UNIFEM: United Nation Development Fund for Women

UNOPS: United Nation Office for Projects Services

UNSSSS: United Nations Support Strategy for Security and Stabilization

UPC: Union des patriotes Congolais

UPDF: Uganda People Defense Force

USA: United States of America

USAID: United States Agency for International Development

UWAKI: Farmer's Union of Maniema

VCT: Voluntary Center of Testing

VDC: Village Development Committee

VECO: Vredeseilanden Country Office (Belgium)

VODIMIR: Voluntary Work for the Integral Development of the Rural Milieu

VSF: Voisons sans frontière

WASH: Water, sanitation and hygiene

WCS: World Conservation Society

WFP: World Food Program

WHO: World Health Organization

WVI: World Vision International

WWF: World Wildlife Fund

ZSL: London Zoological Society

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Back cover photo: Congolese youth sing in shirts reading, "I am proud," with the Congolese flag below.

JE SUIS FIER
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