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LIKASI

Overview of Genderforce's Ngao Letu Programme

A summary of the Genderforce fact-finding mission and operational plan for the Democratic Republic of the Congo.

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EXECUTIVE SUMMARY

Ngao Letu, translated from Swahili as 'Our Shield', is a programme to protect populations at-risk in the Democratic Republic of Congo (DR Congo) from Sexual and Gender Based Violence (SGBV). The long-term outcomes are enhanced security and social cohesion, strengthened justice mechanisms to fight impunity and improved protection for women's rights initiatives and activists.



After interviewing partners, stakeholders and potential beneficiaries and conducting an in-depth analysis of on-going/planned projects, programmes, activities and training programmes, the conclusion is that current 'protection' activities focus mainly on survivor support, advocacy, training, monitoring, and the protection of displaced communities in terms of humanitarian aid.

As of date, no organisation provides effective and direct physical prevention and protection operations against the occurrence of SGBV. It is within this space that Genderforce, as a unique type of security organisation, seeks to bridge the gap between security and non-security sector actors. It is important to highlight that Genderforce is not a humanitarian organisation, and therefore, can engage directly with local security actors, in coordination with the UN and other non-governmental organisations (NGOs), to answer the demands for security activities from numerous actors and potential beneficiaries. Interactions with representatives from the Congolese Government, from Ministerial level to the Provincial Governor of North Kivu, have been very positive and welcoming – promising the necessary endorsements and formal support of the programme's activities.

As detailed in the Operational Plan (OPLAN) and following an extensive assessment integrating a gender and local ownership perspective of DR Congo and its actors, Genderforce recommends donors to fund activities along three lines of operations: 1) Displaced Persons, Refugees and Evacuees; 2) Justice Mechanism; and, 3) Women's Participation.

The budget (see page 12) requests an annual USD funding of \$1.3 million in 2015, \$2.8 million in 2016, \$3.7 in 2017 and \$4 million in 2018. At full operational capacity, the programme will employ around 70-80 people, with an impact on a large number of direct and indirect beneficiaries as well as capability enhancing effects on the Congolese National Police (PNC) and the Armed Forces of the Democratic Republic of Congo (FARDC).

Conclusions

1. The identified prevention and protection services are extremely sought-after and accepted by the community.
2. The programme's approach is unique due to its objectives and methods and as a result, will lead to the advancement of new methodologies and lessons identified that are desperately sought after by many development and security actors.
3. The proposed activities will reinforce and complement existing strategic plans and activities conducted by IOs/NGOs, and most importantly the Congolese Security Sector.
4. Genderforce has obtained all mandatory operating permits, contacts, resources and experiences and requests the necessary funding. Upon receipt, Genderforce and its partners will commence its initial activities within two to three months.

INTRODUCTION

Genderforce is a new type of security organisation with the mission to:

1. Prevent and fight the act and effect of SGBV;
2. Create a situation where women and girls are protected from violence and where the perpetrators of such violence are brought to justice;
3. Empower women to participate and play a role through increased security and limitation of risks leading to moderation and accelerated conflict resolution.

The three mission statements will be implemented in order to achieve the organisation's vision, which is to help create a world where women and men are equal with zero SGBV. More specifically, Genderforce aims at:

- Increasing the capabilities of local security forces and to positively influence local and international security actors including private security sector;
- Providing additional security services for key individuals/groups (including but not limited to their families);
- Creating a positive local image and movement around protection of women and the fight against SGBV.

In order to establish Genderforce as an actor within a newly defined and unoccupied nexus between the development/humanitarian and security sectors, Genderforce needs to successfully demonstrate the use of a suitable working methodology. During the build-up phase of Genderforce, this will be done using a series of pilot programmes to prove the concept, identify lessons learned and best practices in order to feed into the development of our procedures and methods.

Each programme is intended to run between three and five years in each country prior to a full-scale global rollout of Genderforce. The pilot approach will provide enough time and feedback through local entities and population to tailor, verify and further develop our concept in situ. This will inevitably present Genderforce with the refined methods, procedures and working practices, which will be packaged to support the wider release of our services.

Within each programme, Genderforce plans to launch a series of projects that link into the main objectives of said programme. This approach means that we can fund and launch operational activities as separate projects, since they will in most cases also be sequenced in time, thus allowing for greater flexibility.


GENDERFORCE

Genderforce is a non-profit security organisation, based on the founding principles of the UN Security Council's resolutions on Women, Peace and Security to enable women's security and rights in conflict and post-conflict zones. Genderforce will lead the way in fighting and preventing SGBV. This will be achieved through increased safety and protection and to facilitate women, as individuals and/or groups, to play active roles in peace building and processes of democratization, thereby enabling them to act as an accelerant towards conflict resolution.

Our key strategy is to focus on prevention and protection by ensuring that the security and safety of girls and women in lawless or precarious security environments are addressed before violations take place.



Prevention

UNSCR 1325 calls for improving intervention strategies in the prevention of violence against women, including by prosecuting those responsible for violations of international law; strengthening women's rights under national law; and supporting local women's peace initiatives and conflict resolution processes.

Protection

UNSCR 1325 calls specifically for the protection of women and girls from sexual and gender-based violence, including in emergency and humanitarian situations, such as in refugee camps.

Participation

UNSCR 1325 calls for increased participation of women at all levels of decision-making, including in national, regional, and international institutions; in mechanisms for the prevention, management and resolution of conflict; in peace negotiations; in peace operations, as soldiers, police, and civilians.

PROGRAMME GOALS AND OUTCOMES

In spring of 2014, Genderforce initiated discussions with the Swedish Ministry of Foreign Affairs to fund a fact-finding mission to DR Congo to explore and plan for the deployment of a longer-term programme in the region for addressing the occurrences of SGBV. The fact-finding mission had one main deliverable: a quality assured OPLAN for launching a pilot programme in DR Congo. The OPLAN is an extensive and fact-rich separate document containing extensive references and several additional annexes, with in-depth guidance on how Genderforce envisions running its DR Congo pilot programme for a minimum of three years.

The overarching goal for the programme is to improve protection mechanisms for at-risk populations in the fight against SGBV in DR Congo. This goal should lead to the following long-term outcomes:

1. Enhanced security in and around settlements of DPRES in DR Congo;
2. Strengthened justice mechanisms to fight impunity in DR Congo; and
3. Improved protection for groups and individuals that fight for women's human rights and their full and equal participation.

Addressing the question of 'who' to protect was examined in detail during the fact-finding mission and is reflected in the OPLAN. A number of candidates had requested access to the proposed security assistance activities due to their current vulnerable situations, however this was deemed outside of the scope of the initial fact-finding mission.

Programme Deliverables

Under the *Ngao Letu* programme, a number of defined 'lines of operations' will be instituted as individual projects. As part of the programme, the following additional deliverables will also be produced:

1. Best practices and lessons learned from operating in DR Congo with practical measures regarding the protection and prevention against SGBV that can be packaged and distributed to other actors as either intellectual capital or via educational packages;
2. A generic 'tried-and-tested' model on how to work with prevention and protection against SGBV packaged and ready for rollout in other countries;
3. A quality assured plan and budget to launch in two additional specified countries; and
4. A proposal for an up-scaled organisational structure to achieve global operational reach and excellence.

RESULTS FROM THE FACT-FINDING MISSION

The fact-finding mission was finalised at the end of March 2015, during which thorough investigations and analysis were performed focusing on:

- Collecting information using a variety of methods and sources;
- Assessing and mapping the key stakeholders present in the mission area;
- Evaluating organisations to establish potential partnerships; and
- Identifying suitable courses of action and prioritising these into the lines of operations.

The purpose of this phase was to deconflict with any finalised, ongoing or planned projects, programmes, activities and training programmes. The team met with several key protection coordination actors to learn and acquire more information. Of note, the team participated in various coordination meetings at the provincial level and in the field, where *Ngao Letu* was introduced and other protection actors provided feedback. The information gathered during these meetings and forums was then triangulated in the field through discussions with potential beneficiaries/clients with the detailed outcomes presented in the OPLAN.

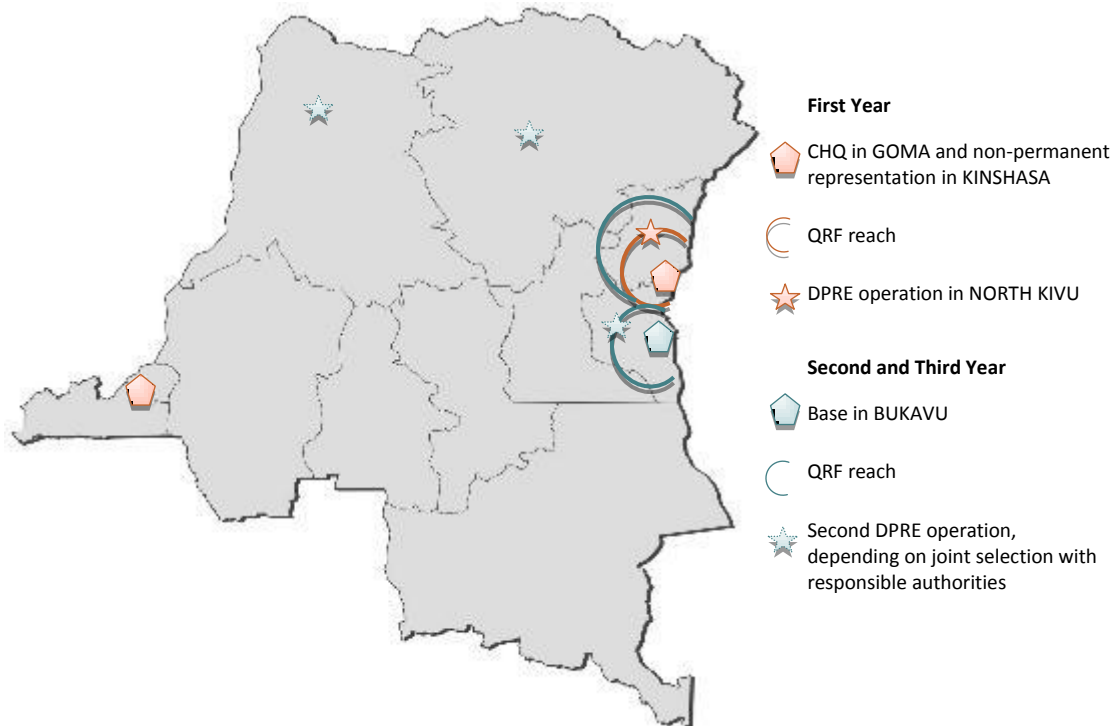
The most important part of the mission was to attend numerous meetings with key stakeholders and potential beneficiaries. The team effectively established new contacts and fine-tuned existing ones in order to facilitate an effective implementation of the programme. More specifically, contacts were established with many local and international actors within (but not limited to): the local government, security sector, diplomatic missions, private security companies, religious organisations, and various civil society organisations.

Drawing upon observations, understanding, and knowledge of the Congolese environment, we have identified the following 3 lines of operations, where our identified services and response portfolio will be put to practice:

1. Displaced Persons, Refugees and Evacuees (DPRE);
2. Justice Mechanism (JM); and,
3. Women's Participation (WP).

Together with a set of strategic activities, in the form of training, advising and assisting (TAA) of the FARDC and the PNC delivered from an in-country headquarters (CHQ), these lines of operations form an inclusive and complete programme. The programme will be executed through 3 phases: initial, expansion/consolidation and transition. Through each phase, different lines of operations will be implemented according to a schedule that factors in recruiting, tactical planning and funding restrictions.

This programme reflects a multiplicity of clearly managed and evaluated individual projects following a common project management methodology, oversight and reporting process.



A Core Team based at the CHQ in Goma, with a regular presence in Bukavu to allow for coverage of South Kivu, will manage country-wide operations as well as conduct the TAA activities. Bolstering the Core Team will be the Quick Reaction Force (QRF) that provides the necessary capacity to initiate and run the WP and JM operations, initially in North Kivu centred on Goma. The provision of additional funding and resources will translate to the deployment of personnel to a DPRE camp location within the North Kivu province to run the first DPRE operation. Pending more resources, it is possible to deploy to South Kivu with an additional QRF Team, as well as a second DPRE project team in order to extend the reach of these operations. The proposed organisation will be flexible enough, given logistical and operational resources, to intervene where and when needed in North and South Kivu.

The expansion of operations outside of North and South Kivu will be assessed once operational activities have been initiated in DR Congo. Being present in Kinshasa is a strategic move given that it is the political and administrative hub and Genderforce would benefit from even a minimum temporary presence. Any scaling up of activities to other provinces in the country will be assessed during the first year of operations. Given initial reports from Equateur province on the DPRE situation, the occurrence of sexual violence, and limited international focus, this province is a very plausible option for the implementation of Genderforce activities. However, given the geographical distance from the CHQ in Goma, a new and specific fact-finding mission should be deployed to Equateur to assess the needs and priorities on the ground.

Another province of interest that was strongly suggested during the fact-finding stage is Province Orientale. Like Equateur, Genderforce's intervention in Province Orientale is reliant on a means of transportation, requiring further assessment due to the radical impact on costs and resources needed. Both of these provinces are considerably less wealthy than North or South Kivu, which also means that Genderforce may encounter different issues that can impact our operations. Such issues should be assessed during a separate fact-finding mission as well as evaluating the costs of setting up a base in such provinces vis-à-vis managing activities remotely from Kinshasa or the CHQ/Goma base.

Displaced Persons, Refugees and Evacuees

DR Congo is currently hosting a staggering population of DPREs. In August 2014, UNHCR reported about 2.7 million internally displaced people (IDP) were present in the country, the result of both internal conflict and the ongoing humanitarian emergency in neighbouring Central African Republic. Consequently, DPRE settlements are a significant humanitarian concern. Displaced persons and the settlements that they occupy are among the most vulnerable to SGBV, amongst a plethora of other crimes. IDPs are perceived as 'easy targets', and such 'cases' (should they be brought forth) are often marred with impunity due to corruption and failing systems – a clear sign that state security is often spread too thin, lacking the resources for an adequate follow-up of security incidents.

Compounding this situation is the significant tension between IDPs and host communities, caused by the contest for limited resources, i.e., latrines, potable water and access to land. Several protection incidents have been reported to Genderforce including sexual violence, forced labour, illegal taxations, and illegal detention. In addition, Genderforce has received reports of unidentified armed men and security forces committing SGBV both within and external to the settlements. Most of these incidents are blamed on unidentified armed men, but in some cases individuals belonging to the armed groups or from the surrounding population have been named.

The women and girls living in these places are one of the most vulnerable groups in DR Congo, for whom assault, prostitution, survival sex and SGBV are very real within their communities and own lives. Women face a significant protection risk, travelling long distances to find resources and employment and are hence exposed to sexual violence and harassment. They live in communities affected by unwanted pregnancy, sexually transmitted infections and decay in their identity as women.

Genderforce interviews from within DPRE settlements, as well as general observations in the field, indicates donor fatigue. Humanitarian aid in DR Congo has significantly decreased leading to several projects focusing on DPRE support being scaled down. Thus, Genderforce can act in ways not yet seen in this context, focusing on protection solutions rather than unsustainable humanitarian ones. In turn, these solutions can positively affect the donor community who are looking for innovative projects to fight SGBV in DR Congo.

The goal for this operation line is to reinforce security in and around settlements of displaced persons in DR Congo, where the objectives are to bolster protective capability of the Congolese Refugee Commission (CNR) and improve sustainability and durability of local protection mechanisms.

Justice Mechanism

Mobile courts are a means of bringing justice to remote areas of DR Congo, designed to focus on the inadequate punishment of SGBV. They are key in the fight against impunity, ensuring that perpetrators in even the furthest reaches are exposed to the law, that crimes are publically exposed, and that public vitriol is directed at perpetrators and not at victims of SGBV.

The mobile courts have been a successful demonstration that justice – particularly for women and girls – is available to all. But as the threat to the impunity of perpetrators grows, so does the threat to the trials, the judicial actors, and the witnesses and victims involved. It has been observed and stated by key actors that the security and the implementation of protection, is lacking before, during and after the mobile courts. During a mobile court in Kitshanga in February/March 2015, the Genderforce team observed a general lack of command and control of the security situation.

Direct discussion with a number of key judicial actors has also highlighted a need to bridge the gap between the principles of witness protection during proceedings, and their implementation. In addition, mobile courts have been executed mostly within the military justice system due to the funding emphasis and donor focus (though not exclusively) on international crimes. However, the bulk of cases of sexual violence are found in the civilian system. Genderforce plans to offer services to these victims and witnesses, thus bringing forth previously lacking international standards.

Mobile courts have been observed to take place in a security situation calling out for coordination and improvement – a perfect use of Genderforce expertise. For these reasons, Genderforce will bring security expertise and high quality security resources to the mobile courts.

The goal of this line of operations is to contribute to the fight against impunity through the strengthening of justice mechanisms in DR Congo with the objective of reduced security risk especially during the mobile courts, locally, regionally and nationally.

Women's Participation

DR Congo is a country where the rights as well as equal participation of women and girls are often ignored. This is manifested in a number of ways, from harassment to gross crimes including some of the worst cases of SGBV the world has seen, carried out on a massive scale, and with impunity from both traditional and state justice mechanisms. There are brave initiatives and advocates against this e.g. NGOs, individual activists, human rights defenders, politicians and officials. Consequently, these persons contribute exponentially within Congolese society but this work is often hindered by threats and harassment from those who do not want to see their work completed. As DR Congo enters into a period of local and national elections, several individuals and groups emphasised their increased vigilance and fear of being targeted for speaking up about women's human rights and access to full and equal participation in the Congolese society.

The security and protection measures that can mitigate these threats already exist. They are usually, however, only accessible to high net-worth individuals. Also, where protection is offered by other initiatives, it is often of a theoretical nature involving notification of wider networks and educating individuals on risk management within their organisations. This is not helpful in cases of great danger. Genderforce seeks to bring protection measures to a practical level to those defending and actively campaigning for the rights of women and girls in DR Congo – to benefit those who are most vulnerable, most threatened, and have the most work to do for their communities.

The goal of this line of operations to support Women's Participation is to strengthen and protect groups and individuals that fight for women's human rights. In doing so, Genderforce ensures their full and equal participation, often left vulnerable to threat, harassment and violence with the objective of increasing their long-term access to sustainable security and protection measures.

ESTABLISHMENT OF THE PROGRAMME

Genderforce's presence in DR Congo needs to be guided by Memoranda of Understanding and agreements with relevant line ministries such as Ministry of Interior, Ministry of Gender, Family and Children, Ministry of Plan and Ministry of Defence. Genderforce is registered in DR Congo as a non-profit organisation under law 04/2001 on the rules and regulations for non-profit organisations and has received a registration certificate from the Ministry of Gender, Family and Children. Close contact is also maintained with the Special Adviser to the President on Sexual Violence and Child Recruitment to ensure that Genderforce's activities are in-line with national and international priorities. The law regulating Genderforce's activities in DR Congo stipulates that by nature of being a non-profit organisation, the objectives of Genderforce are cultural, social, educational or economic, with the understanding that we will not engage in industrial or commercial operations, and remains apolitical. Genderforce's currently planned activities abide by these stipulations.

Genderforce is a security organisation and not a humanitarian organisation. This distinction is important to highlight as it allows Genderforce the freedom to engage directly with local security actors, as well as the UN and NGOs. Genderforce's ambition is to maintain a presence in the most insecure areas, deemed as less desirable by other actors. This means that Genderforce will embed and operate independently using either specially vetted and trained PNC/FARDC elements or conduct joint missions "should to shoulder" with selected candidates of the national security forces.

Presently, only state security actors are allowed to carry firearms in DR Congo with no international actors being permitted, except selected units within MONUSCO. Thus, Genderforce staff will not be armed and a change to this policy or the security forces cooperation model will be continuously assessed throughout all phases of the programme.

In order for Genderforce's operations to be successful, it is imperative that Genderforce maintains close collaboration with NGOs present in the field. It is therefore crucial that Genderforce respects the 'humanitarian space'. When translating this, it means that Genderforce will not be confused with mainstream NGOs and humanitarian organisations that explicitly chosen to not work with state security actors or use them as escorts. To underscore this 'partnership', Genderforce will operate in uniforms and vehicles bearing identification marks and colours not used by any humanitarian organisations. This will allow for Genderforce staff to work side-by-side with the embedded PNC and FARDC officers as well as travel in the same vehicles, without the risk of being confused with other actors.

It is equally important for Genderforce that state authorities remain informed and continually support our presence and activities in the DR Congo. This means that Genderforce will maintain a close working relationship with relevant state authorities, being open and transparent with our plans and objectives. Genderforce will also coordinate efforts with international actor's efforts such as the International Security and Stabilization Support Strategy (ISSSS) as well as with national actors such as the FARDC's action plan to fight sexual violence and subsequent activities matrix, which is being under development by the MOD Commission. Our activities should be seen as complimentary and unique, not competing or in parallel.

Genderforce brings a unique expertise to the plethora of actors in DR Congo, but cannot act in isolation from ongoing operations linked to protection and prevention of SGBV. There are existing networks that Genderforce will access in order to ensure coordination and strengthen

communication and collaboration on protection issues. One of the major pathways to network is through the use of working groups. New organisations and initiatives usually present their work in a working group format corresponding to their area of intervention. The Protection and Prevention Working Group meets on a monthly basis to share information and coordinate efforts. This Working Group is part of the Protection Cluster, which also meets once a month, as does the Fight against Sexual Violence sub-commission. All of these meetings serve different coordination purposes, and it is often here that alerts on humanitarian incidents are discussed and responses drafted. The UN Stabilization Support Unit (SSU) coordinates and supports the implementation of the ISSSS. One primary objective of the SSU is to ensure the coordination of international support within the framework of the Government's Stabilization and Reconstruction Plan for Eastern DR Congo (STAREC). Genderforce's lines of operations have a direct strategic fit within STAREC.

The Ministry of Gender, Family and Children has the responsibility to coordinate responses of actors involved in combating SGBV, as well as in the implementation of the Comprehensive Strategy on Combating Sexual Violence. At the Provincial level, the MONUSCO Gender Unit provides technical support. Whereas the UN Joint Human Rights Office (UNJHRO) is perceived by many as the only institution with political influence, field-based information and contacts to effectively call attention to human rights abuses and demand action from state authorities. This office also plays an important role in mapping and coordinating protection activities. Although Genderforce values its own independence highly, it is also important to participate in coordination efforts by UNJHRO, to ensure that there is effective collaboration and partnership with the hopes of achieving the best results. UNJHRO also coordinates with the Carter Center, a protection network that facilitates the vetting process of protection cases. Genderforce will work closely with this network for information purposes and assessment of protection cases.

Congo Men's Network (COMEN) has been a major partner during the fact-finding phase and will continue to work in close partnership with Genderforce during the *Ngao Letu* programme. COMEN is a non-governmental organisation based in Goma, North Kivu, with the mission to promote positive masculinities. They work towards the establishment of a national network of people committed to gender equality and are engaged in the fight against all forms of violence and oppression.

Genderforce will also develop partnerships with a women's organisation that brings on other perspectives and experiences to the programme and possible guidance towards potential protection clients for the pilot projects. One such possible partner organisation is Dynamique de Femmes Juristes (DFJ), who provides legal assistance to mainly sexual violence victims. Genderforce interacted with DFJ staff during the mobile courts in Kitshanga in March 2015. DFJ was involved with activities aimed at advising and protecting victims and witnesses of SGBV. It became evident that DFJ needs support with the 'hard' security aspects of their work and they welcome Genderforce as a future partner.

Programme Budgeting

The table below outlines the underlying budget data aggregated to a three-year timeline, using 2015 as a build-up year. As previously mentioned, the plan calls for a ramped up approach, where the individual lines of operations start sequentially and increase as funding and local ownership is secured. The phases are called initial, expansion/consolidation and transition.

With this proposed budget, all three lines of operations can be implemented by 2016, expanding and consolidating in 2017 to 2 QRF/DPRE teams in place. Genderforce envisages these 2 teams responding to distress calls whilst remaining the backbone for the delivery of other security services as well as engaging in TAA activities with FARDC and PNC. In the transition year of 2018, the costs will be at the highest due to increased evaluation, knowledge capture and packaging activities as well as tying in the increased hand-over and transition activities with the security sector actors.

Year Phase	2015 Initial	2016 Expansion	2017 -->/Consolidation	2018 Transition
TAA Activities	6 months			
One-time costs	\$207,000			
Variable costs	\$718,000	\$1 471,000	\$1 581,000	\$1 700,000
Displaced Persons, Refugees and Evacuees		1 Location	2 Locations	2 Locations
One-time costs		\$158,000		
Variable costs		\$367,000	\$789,000	\$849,000
Justice Mechanism				
One-time costs		\$98,000		
Variable costs		\$233,000	\$251,000	\$270,000
Women's Participation	1 team, 6 months	1 team	2 teams	2 teams
One-time costs	\$144,000			
Variable costs	\$240,000	\$492,000	\$1 058,000	\$1 137,000
Funding Needs	\$1 309,000	\$2 819,000	\$3 679,000	\$3 956,000
Number of Expat Staff	11	13	18	18
Number of Local Staff <i>N.B. including PNC/FARDC support</i>	25	35	59	59
Ratio of Expat to Local Staff	44%	37%	31%	31%

Table 1: overview of cost distribution over lines of operations and staff volumes.

The budgeting also factors in a small rate of inflation/cost adjustments ensuring the programme is adequately funded over time. One-time costs relate to investments or costs that are not dependent on the amount of staff recruited or activities conducted. Variable costs are mostly salaries and costs that can be directly attributed to the conduct and volume of operations.

Providing high standard security services is expensive as it heavily relies on the recruitment, training and retention of extremely qualified personnel that are also normally hard to locate. In

order to fully staff and implement the proposed lines of operations, a staff of about 80 people will be needed, the majority being locally recruited Congolese staff.

For each security professional Genderforce also needs to calculate personal protection equipment, first-aid kits and a suitable means of transportation. In order to maintain the required level of manageable risk, operational flexibility and freedom of movement, the operations must also have access to transport capacity, state-of-the communications and medical emergency equipment as well as the necessary insurances, medical evacuation and repatriation services.

We have therefore attempted to design the proposed solutions to be as cost effective as possible, utilising shared resources, internal economies of scale and building on suitable protection technology whenever possible.

Impact Estimates

TAA activities are targeted primarily at the security sector. The embedded PNC/FARDC resources in the *Ngao Letu* programme will be 20 individuals that will receive training and certification to a high level of standards to counter-SGBV. Most importantly, they will be maintained as full-time staff during the programme, gaining invaluable experiences allowing them to serve as both force and community role models. An additional 100-200 members of the security forces will be the target audience for additional TAA activities, but not maintained as staff, including the middle and higher field commanders.

The number of mobile courts in a given year is not predetermined, but is dependent on the needs, and mostly funding and logistical support from the international community. Each mobile court runs for approximately 21 days, but the number of sexual violence cases in each mobile court session is not predetermined. Some mobile courts focus only in sexual violence cases, whereas others also address other/additional violations. Our estimates currently foresee approximately providing support to 8 mobile courts per annum, including pre, during and post-trial support. The number of beneficiaries (direct and indirect) cannot be further specified at this point. When there are no mobile courts, the programme will work closely with the military and civilian justice system to provide appropriate assistance.

Estimating the impact on individuals and groups working for women's human rights and participation depends on their needs and their location. The number of direct and indirect beneficiaries for this line of operation will also be varied in accordance with the type of solution offered to each client, with some receiving lower-cost support and others a full-range of security services. It is estimated that no more than 10-20 clients per year will need the most complex service package offered. The number of clients who will benefit from other Genderforce services such as emergency response services from a response team, threat assessments, threat reporting, trainings etc. will be significantly higher – at least with a factor of 10.

The most difficult target population to estimate are the DPRES, since it will depend on which DPRES sites that are included. The estimated DPRES population in the Kitshanga/Mweso area alone is around 80,000 individuals in 19,300 households split up on 14 DPRES sites. The smallest camp has only 1,154 individuals whereas the largest camp reports 23,809 individuals. The host community population also varies depending on what DPRES site that is selected. This selection will be completed in dialogue with CNR once Genderforce is fully operational in DR Congo.

CONCLUSIONS AND RECOMMENDATIONS

During the fact-finding mission, it became clear that ‘protection’-activities as listed by other organisations actually focuses mainly on survivor support (medical, psychosocial and legal assistance), advocacy, training, monitoring, and protection of displaced communities in terms of humanitarian aid. No organisation has the capacity nor ability to provide more direct physical protection measures, which is why the Prevention and Protection working group stated that with Genderforce present, “it is the first time that there is an organisation who can assist us with preventive protection interventions”. The UN also foresees that the Genderforce programme can benefit certain at-risk groups for whom no current adequate security solution exists i.e. female politicians and activists that will come under even more threats and pressure during the upcoming Congolese elections in 2015-16.

This lack of direct and adequate prevention and protection became even more evident when the team was visited by a Women’s Rights Defender whose life had been at risk for the past 2 years following the denouncement of two highly ranked officers (PNC and FARDC) who had raped two young girls (13 and 14 years old). This Women’s Rights Defender was raped, her office looted of documents and money. She has received death threats, has had to flee from her home and family was forced to relocate. At this time, the team had to refer her to the UNJHRO, since Genderforce is still not operational in DR Congo. Protection officers within UNJHRO, however, acknowledge the limited support that they can provide to individuals under threat, much due to lack of funding. In the future, such cases will be assessed by Genderforce staff and solutions proposed accordingly. Due to the ever-more deteriorating security situation in Eastern DR Congo and following the completion of the pre-study, the number of similar distress calls and requests for direct and hands-on security assistance has increased.

During the mission, interactions with representatives from the Congolese Government, from Ministerial level to the Provincial Governor of North Kivu, have been very positive and welcoming, providing Genderforce with the much-needed positive prognosis to receive the necessary formal endorsements and support required to operate in DR Congo. Similar positive treatment and endorsements have been received from diplomatic and UN officials. It is safe to conclude that the international community shares our concern, and that a new approach towards SGBV in DR Congo is greatly needed.

With the development of the OPLAN and in conjunction with our identified partners and stakeholders, as well as secured the necessary operating permits, Genderforce concludes that:

- We would be able to return to DR Congo and commence initial activities based out of Goma within 2-3 months after receiving a decision coupled with the necessary funding;
- Since NGOs, the UN and governmental agencies have all asked us to establish operations as soon as possible, the needs for Genderforce’s identified prevention and protection services are extremely high and in line with the needs of the community;
- Our proposed activities will neither cannibalise nor interfere with other activities conducted by other NGOs or most importantly the Congolese Security Sector, quite the opposite, they will reinforce and complement their strategic plans; and
- The *Ngao Letu* programme’s uniqueness lies in its set goals and methods. This will lead to valuable outcomes as well as the development of new methodologies and lessons identified that are desperately sought after by many development and security actors. //

APPENDIX – METHODOLOGY, FRAMEWORK & PRINCIPLES



Figure 1: This traditional six step crisis management model as used by NATO lacks clarification on the importance of adding a gender perspective as well as local ownership throughout all phases. In our adoption of the model, we have clearly integrated these two important perspectives into our activities – as symbolised here by the red and green colour fields.

As part of our internal innovation, Genderforce uses a modified version of the standard operational planning methodology as implemented by NATO. After attaining both interest and funding and based on an initial assessment of SGBV within DR Congo, Genderforce proceeded through phases 2 and 3 (see Figure 1 above) during the fact-finding mission thereby producing the conclusions in this report. For the fact-finding mission our scope was limited to phase 4. Consequently, the developed OPLAN as presented to donors is a recommendation and proposal to move ahead into the preceding phases.

When Genderforce conducts internal assessments, our frame of reference is based on a multitude of experiences gained from all over the world. Genderforce works with a two-pronged or bifurcated strategy (see Figure 2 below) providing training, advice and assistance to existing security sector actors leading to increased capabilities. Understanding that development of security sector capabilities takes time, Genderforce has the unique expertise to, in parallel, provide physical and personal protective measures with a range of security solutions in high threat environments to address specific needs and concerns.

Genderforce's guiding principles govern how we conduct operational activities: 1) demonstrate our excellence, acting instead of talking and taking calculated risks to achieve real results; 2) always operate with the outmost rigor and professionalism, meeting both world class civilian and military standards, while adhering to national laws and mandates; 3) generate and cultivate expertise that simply does not exist anywhere now in an organised form, where we involve men as part of the solution, in our organisation as well as in our projects; 4) ensure local ownership through a close collaboration with local security structures as well as local women's organisations; and 5) collaborate with actors from all parts of society and share our knowledge to quickly achieve end-results.

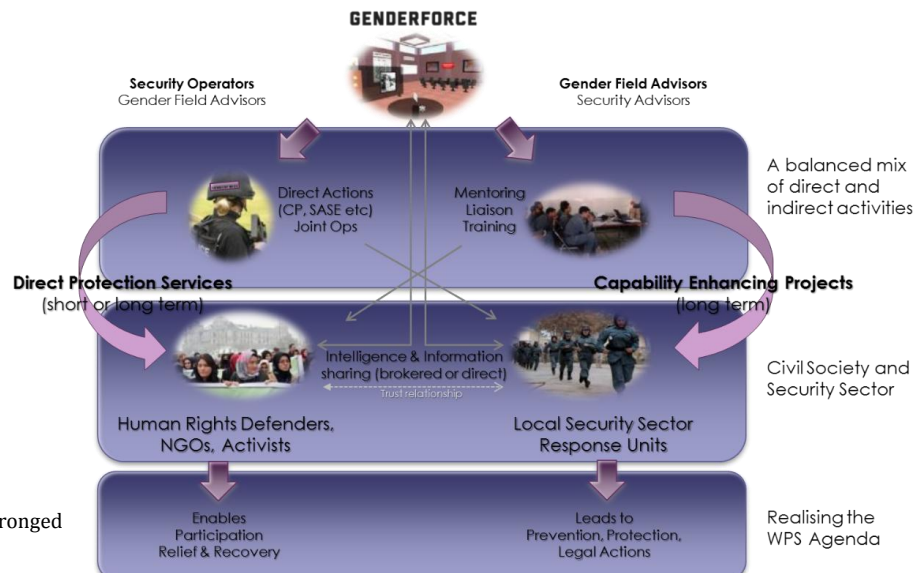


Figure 2: The two-pronged strategy model.



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