



**UN in Support of Peace and Security in the Great Lakes Region
EU/UN JOINT REGIONAL PROJECT ANNUAL PROGRESS REPORT
REPORTING PERIOD: 22 NOVEMBER 2018 – 21 NOVEMBER 2022**

<p align="center">Programme Title & Project Number</p> <ul style="list-style-type: none"> ● Programme Title: UN in Support of Peace and Security in the Great Lakes Region ● Programme Number: CRIS CTR/FED/2018/395627 ● MPTF Office Project Reference Number: 	<p align="center">Country, Locality(s), Priority Area(s) / Strategic Results</p> <p><i>(if applicable)</i> <i>Country/Region</i></p> <hr/> <p><i>Priority area/ strategic results</i></p>
<p align="center">Participating Organization(s)</p> <ul style="list-style-type: none"> ● UNDP Nairobi Thematic Hub on Resilience ● UNFPA East and Southern Africa Regional Office ● UN Women East and Southern Africa Regional Office 	<p align="center">Implementing Partners</p> <ul style="list-style-type: none"> ● International Conference on the Great Lakes Region- Regional Training Facility (ICGLR-RTF)
<p align="center">Programme/Project Cost (US\$)</p> <p>Total approved budget as per JP Contribution:</p> <ul style="list-style-type: none"> ● <i>by Agency (if applicable)</i> Agency Contribution ● <i>by Agency (if applicable)</i> Government Contribution <i>(if applicable)</i> Other Contributions (donors) USD 1,725,503.52 <i>(if applicable)</i> <p>TOTAL: USD 1,725,503.52</p>	<p align="center">Programme Duration</p> <p>Overall Duration: 48 months</p> <p>Start Date: 22.11.2018¹</p> <p>Original End Date: 21.11.2022</p> <p>Current End date: 21.11.2022</p>

¹ EU Delegation Agreement - Article 2, 2.2 specifies “The implementation period of the agreement shall commence on the day after the last Party signs”.

Programme Assessment/Review/Mid-Term Eval.	Report Submitted By
<p>Assessment/Review - if applicable <i>please attach</i> <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No Date: <i>dd.mm.yyyy</i></p> <p>Mid-Term Evaluation Report – <i>if applicable please attach</i> <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No Date: <i>dd.mm.yyyy</i></p>	<p>Jebbeh Forster Regional Policy Advisor-Governance and Women, Peace, and Security UN Women jebbeh.forster@unwomen.org</p> <p>Pezu Mukwakwa Governance and Peacebuilding Analyst UNDP Pezu.c.mukwakwa@undp.org</p> <p>Meron Negussie Program Specialist UNFPA Negussie@unfpa.org</p> <p>Gary Swart Consultant UNFPA swart@unfpa.org</p>

SUMMARY OF CONTEXT

In the last couple of decades, political and security developments in the African Great Lakes region (GLR) have, amongst others, presented significant challenges to civilians, communities, and governments. These developments, such as violent conflicts, and the consequential instability in the region, led to the protracted displacement of thousands of people, destruction of infrastructure, widespread poverty, illegal exploitation of natural resources, human rights violations, high levels of sexual and gender-based violence, lack of rule of law, corruption and impunity.

The drivers of conflict in the GLR have regional implications and thus need to be addressed comprehensively by ensuring a concerted and coordinated approach across state boundaries. Therefore, the United Nations is acting increasingly as ONE in the region, within the context of the [Peace, Security and Cooperation Framework](#) for the Democratic Republic of Congo and the GLR (PSC Framework) and the [United Nations \(UN\) Strategy for Peace Consolidation, Conflict Prevention and Conflict Resolution in the Great Lakes region](#) (UN GLR Strategy).

The PSC Framework was signed in 2013 by 13 signatories (12 Member States of the GLR and South Africa), and 4 guarantors, namely; the African Union (AU), International Conference on the Great Lakes Region (ICGLR), Southern Africa Development Community (SADC) and the United Nations (UN). The UN supports the implementation of the Framework through the Office of the Special Envoy of the General-Secretary for the Great Lakes (OESG-GL). The PSC Framework is a political tool addressing the root causes of the conflict through cross-border confidence building. The UN GLR Strategy supports the OESG-GL political work through providing a framework for cross-border humanitarian and developmental work in the core GLR countries of; DRC, Burundi, Rwanda, Uganda, and Tanzania. Against this, the UN GLR Strategy also places the aspirations of the communities, peoples and countries of the region at the heart of UN action and explores how to best leverage the comparative advantage of the UN to support the governments and peoples of the region. The Senior Policy Group (SPG) functions as the overall governance, steering and management body for the UN GLRI Strategy and the Implementation Support Mechanism (ISM) focuses on the day-to-day implementation including planning, coordination, monitoring progress and ensuring follow-up. Guided by the UN Reforms and new ways of working, the SPG and ISM reflect an integrated approach across the humanitarian, development, and peace nexus in the region.

In 2018, the European Union (EU) decided to support the regional activities that promote peace and security in the GLR in line with the PSC Framework, and in coordination with the International Conference on the Great Lakes Region (ICGLR). The EU project focused on building and strengthening the regional capacities for peace and security that are already in place- in particular the ICGLR. The work of the ICGLR to promote peace and stability in the Great Lakes region is critical and therefore the project focused on building and strengthening the capacities within the structures of the ICGLR, including its fora and region broadly.

EXECUTIVE SUMMARY

I. Purpose

The main objective of the EU-funded project is the promotion of peace, equality, and stability in the GLR, through the support of ongoing peacebuilding and peace consolidation efforts. More specifically, the project aims at strengthening regional peace-building structures that are already in place - in particular the *International Conference on the Great Lakes Region* (ICGLR) and its [Pact on Security, Stability and Development in the Great Lakes region](#).

The project's expected impact was to:

- Contribute to regional security and stabilisation in the Great Lakes region by supporting the emergence of locally embedded DDR/RR solutions through a regional network of insider mediators capable of engaging with armed groups;
- Enhance cross-border cooperation between ICGLR civil groups;

- Contribute to regional prevention and punishment for Sexual and Gender-Based Violence (SGBV) crimes;
- Support National governments in actively implementing recommendations of the Kampala Declaration.

A specific focus was given to regional experiences of insider mediation applied to Disarmament, Demobilization, Repatriation, Reintegration and Resettlement (DDR/RR), support for an inclusive engagement of the ICGLR fora in the organizations’ consultative processes and the implementation of the ICGLR Protocol on the Prevention and Suppression of Sexual Violence Against Women and Children², including awareness raising. In a joint effort with the *Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)*, the expected results of this project are a stronger ICGLR, the realization of its Programme on Peace and Security and the implementation of measures preventing and protecting women and children from SGBV.

Based on the Description of Action (DoA), the four UN-led activities are:

Fields of intervention – Outcomes & Activities
Outcome 1: The ICGLR Peace and Security Programme is strengthened.
A 1.4: Creation of a network of regional mediators specialized in the subjects covered by Disarmament, Demobilization, Repatriation, Reintegration and Resettlement (DDR/RR).
A 1.5: Support for the participation of the ICGLR fora (multifunctional youth forum, women's forum, civil society forum, private sector forum) in the ICGLR consultative process.
Outcome 3: The provisions of the Protocol on Prevention and Suppression of Sexual Violence Against Women and Children are effectively applied in the Great Lakes Region.
A 3.1: Transcription of the Protocol on the Prevention and Punishment of Sexual Violence against Women and Children into national law of the ICGLR member states.
A 3.3: Raising awareness among member states about the seriousness and severity of gender-based sexual violence and the impact of such crimes.

These activities were led and implemented by three regional UN agencies and coordinated by the OSESG-GL. The UN implementing entities were UNDP Resilience Hub for Africa (A 1.4), UNFPA East and Southern Africa Regional Office (A 1.5), and UN Women East and Southern Africa Regional Office (A 3.1 and A 3.3).

² The 2006 ICGLR Protocol on the Prevention and Suppression of Sexual Violence against Women and Children was signed by all member states of the Great Lakes, including Burundi, the DRC, Rwanda, Tanzania, and Uganda. It aims to protect women and girls from sexual and gender-based violence (SGBV) crimes by addressing impunity.

II. Results

i) Planning and Coordination

The 2 planning and coordination mechanisms instituted to ensure planning and coordination among the various partners were the Joint Steering Committee (JSC) and the Technical Coordination Committee (TCC). These 2 mechanisms met twice a year and provided regular updates on key results and challenges throughout the reporting period. The first JSC meeting was held on 8th May 2019 at the ICGLR Secretariat in Bujumbura, and the first TCC took place on 8th July 2019 in Bujumbura. The second meetings of the JSC and TCC took place on the 20th January 2020 and 2nd December 2019 respectively. These meetings developed an internal Monitoring and Evaluation reporting template, based on the logical framework and the indicators of this Action, that was used by the implementation entities on a quarterly basis and informed the annual reports.

Extraordinary joint meetings of the JSC and TCC were conducted on the 7th and 15th April 2020 to discuss the impact of the COVID-19 pandemic on the implementation of the project. These meetings developed revised workplans and budgets in light of the COVID-19 response and its impact on the overall project implementation.

Throughout the duration of the project, the UN actively participated in the regular JSC and TCC meetings to ensure that all implemented activities were coordinated with partners, both from a substantial and a financial point of view. In addition, the UN participated in the Regional Project on Peace and Security in the Great Lakes Region virtual joint planning workshop from 24th -25th May 2021 and the ICGLR joint planning workshop for the Regional Project Peace and Security in the Great Lakes region held from 22nd-26th November 2021.

During the reporting period, the UN also actively participated in the Implementation Support Mechanism (ISM) that was launched by the OSESG-GL to coordinate the UN GLR Strategy. This mechanism's bi-monthly meetings provided an opportunity to review all implemented activities that have been coordinated with partners under the Strategy and Action Plan. Building on the lessons and good practices under this project, the UN has developed a flagship project that focuses on strengthening the role of civil society organizations, women and youth in political processes and peacebuilding structures under the UN GLR Strategy to promote and further scale up and consolidate gains for long term impact in support of ICGLR's peacebuilding processes in the region.

ii) Narrative reporting on results

The EU funded project was jointly launched with the ICGLR and GIZ in Bujumbura in December 2018. The project aimed at strengthening ICGLR Peace and Security Program and supporting the implementation of the Protocol on Prevention and Suppression of Sexual Violence against Women and Children in the region. The UN participating agencies were mandated to implement activities in support to ICGLR capacities in mediation and Disarmament, Demobilisation and Reinsertion

(DDR), including options for insider mediation at local level, in support to four ICGLR fora (women, youth, private sector and civil society), to promote awareness of Gender-Based Violence as well as the transcription of the above-mentioned protocol into national laws.

Outcome 1: The ICGLR Peace and Security Programme is strengthened.

The implemented activities provide the basis for further strengthening the [ICGLR Peace and Security Programme](#), with a focus on the engagement capacity of the ICGLR Mediators' pool, and the revitalisation of the youth, women, civil society and private sector fora. These activities were implemented under the overall guidance of the Special Envoy for the Great Lakes region and in close collaboration with GIZ.

Key progress achieved under Outcome 1 includes the strengthening of capacities on Insider Mediation applied to DDR/RR, revitalization of the ICGLR fora and adoption of strategic action plans. Strategic partnerships were also established with the Clingendael Academy, and the Elman Peace and Human Rights Centre. Collaboration was enhanced with ICGLR Secretariat and other national and regional stakeholders. This project's outcome is implemented under the Pillars Two, Four, Five and Six of the UN Great Lakes Regional Strategic Framework (GLRSF)³.

Output 1.4: Creation of a network of regional mediators specialized in the subjects covered by DDR/RR

The use of insider mediators seeks to achieve DDR/RR results by complementing national efforts with a more proactive, flexible, locally embedded solutions approach to engaging armed groups. Insider mediation is “a process of supporting negotiations – as well as a variety of other forms of dialogue – to prevent, manage and resolve conflicts at different levels of society”⁴. Given the complexity of the regional context and challenging dynamics, political actors demand community-based approaches to address the persistent challenges. This component of the project thus focused on enhancing communities' capacities and initiatives to deal with armed groups and provided an opportunity to address modalities on how to contribute to the PSC-F for the Democratic Republic of Congo (DRC) and the region. Cognizant of the planned exit of MONUSCO and handing over of DDR/RR issues to ICGLR, the project identified insider mediation and infrastructures for peace, as a viable way of enhancing the capacity of local communities to support peacebuilding.

³ The activities under the GLRSF are grouped in six thematic pillars: 1) sustainable natural resources and land management, co-led by UNEP, UN HABITAT and FAO; 2) economic integration, cross-border trade, food security, co-led by UNDP, WFP, FAO; UNCTAD 3) border management and cross-border mobility co-led by IOM, WHO, and UNHCR; 4) youth and adolescents, co-led by UNFPA and UNICEF; 5) gender and sexual and gender-based violence, co-led by UNWOMEN and UNFPA; and 6) justice and conflict prevention, co-led by UNDP and OHCHR.

⁴ UNDP and EU (2014) Guidance Note on Supporting Insider Mediation: Strengthening Resilience to Conflict and Turbulence

The target groups for this output were respected individuals within civil society organizations (CSOs), national NGOs, women's groups and traditional leaders that are well positioned and ready to make a difference in their communities by engaging with armed groups in support of DDR/RR. Activities under this output were aimed at equipping the individuals with 'the appropriate technical DDR knowledge and mediation skills to engage with armed groups with a view to supporting their members' disengagement from violence.'

Insider Mediation for Disarmament, Demobilization and Reintegration Trainings

During the implementation period, 87 insider mediators (38 women; 49 men) from across the region, representing the Expanded Joint Verification Mechanism (EJVM), ICGLR Regional Pool of Mediators, Civil Society Organizations (CSOs), National Demobilization and Reintegration Commissions and Operational Cell Expert Members of the Contact & Coordination Group participated in Insider Mediation for Disarmament, Demobilization and Reintegration Trainings.

Considering the restrictions to movement that were in place due to the COVID-19 pandemic and alternative implementation modalities that were not feasible, in April 2021, the first Insider Mediation for Disarmament, Demobilization and Reintegration Training Course was organized by UNDP, in collaboration with ICGLR and GIZ, with funding from the EU. Clingendael Academy delivered the five -day online course. The online course was developed by a core Team led by UNDP that was established and composed of key actors, ICGLR, GIZ, MONUSCO, UN Department of Peacekeeping Operations, Clingendael Academy and OSEG-GL to provide expertise in the designing of training modules. The joint training was designed through virtual workshops in August and September 2020, with a testing of the modules through regional training targeting the ICGLR Mediators' pool, the EJVM and key individuals identified at the workshop. The training brought together 41 participants (13 females and 28 males) from the ICGLR Pool of Mediators; ICGLR Youth and Women; Expanded Joint Verification Mechanism (EJVM); CSOs, NGOs, and National Demobilization and Reintegration Commissions. The training focused on the following objectives:

- Contribution of the current DDR approaches to sustaining peace, security, and development;
- Concepts of insider mediation as well as skills and techniques;
- Assessment of conflict dynamics and conflict mapping;
- Reintegration opportunities to ensure the successful exit of armed groups;
- Identification of potential risks and mitigation strategies for undertaking insider mediation work.

The training strengthened the capacities of existing regional mechanisms within the Great Lakes region. This was evident from the post training evaluation that demonstrated the success of the training with participants highly scoring components for example: 9.88 out of 10 for the simulation exercise; 9.56 out of 10 for understanding mediation and insider mediation; 9.38 out of 10 for the linkages between insider mediation and DDR/RR; and 9.71 out of 10 for the group

discussions on lessons learned. In addition, the training also identified potential members to form the establishment of the CSOs network working closely with ICGLR in the region.

A key recommendation from the virtual training held in 2021 was the need for future trainings centered on the linkages between insider mediation and DDR. As such, in September 2022, UNDP in collaboration with ICGLR and Clingendael Academy with funding from the EU delivered an in-person training on Insider Mediation for DDR/RR. Participating in the training were 18 (10 men; 8 women) representatives from the ICGLR Expanded Joint Verification Mechanism (EJVM), ICGLR Regional Pool of Mediators, Civil Society Organizations (CSOs) and Operational Cell Members of the Contact and Coordination Group (CCG) across the region. The formulation and training sessions also benefitted significantly from the partnership with OSESG-GL and GIZ. These collaborations provided interventions on the linkages of insider mediation, and DDR/RR approaches to broader peacebuilding efforts in the region. The main objective of the training was to provide capacity and learning development with gender considerations to key regional mechanisms on Mediation/Insider Mediation applied to DDR/RR. Considering this, the training focused on:

- Strengthening the capacity of existing regional mechanisms within ICGLR Member States and their capacity to fulfil their mandates with a focus on Mediation/Insider Mediation applied to DDR/RR;
- Collect and share examples and previous experiences, consequently facilitating regional dialogue and cross-country engagement which will strengthen and support the work that is done by the different mechanisms within ICGLR Member States, and by that support their mandate.
- Assist the further identification of concrete activities for supporting insider mediation in the GLR in line with the Integrated Disarmament, Demobilization and Reintegration standards (IDDRS) and relevant national strategies, as this will support a comprehensive approach towards mediation using the existing regional mechanisms within the ICGLR Member States.

The key follow-up actions from the training included:

- The need for similar trainings to be conducted throughout the Great Lakes region and for organizations to support the replication of these trainings;
- Biannual follow-up with participants on the progress of the Action Plans developed.
- Support the operationalization of the ICGLR's Situation Room
- Development of an online platform that will enable information sharing.
- Extend the membership of the community of practice to experts to facilitate webinars on various focus areas.

From 17-19, November, ICGLR with support from UNDP with funding from the EU held a three-day in-person experience-sharing workshop on Insider Mediation for DDR that brought together

28 (18 women; 10 men) regional mediators from FemWise Africa, ICGLR Regional Pool of Mediators, EJVM, CSOs and the Operational Cell Members of the Contact and Coordination Group across the region. The regional mediators engaged in experience sharing and group exercises to deepen knowledge of insider mediation for DDR/RR through in-person exchanges and cross-learning. The workshop also benefited from the expertise of the OSESG-GL on DDR experiences in the region. The workshop aimed to share experiences and enhance the understanding of insider mediation with a focus on Disarmament, Demobilization and Reintegration. With specific objectives which included:

- To establish a common understanding of insider mediation and Disarmament, Demobilization and Reintegration
- Synergized experiences of Insider mediation for Disarmament, Demobilization and Reintegration including learning best practices
- To establish entry points and cross-cutting interventions for meaningful engagement in peacebuilding activities and participation in the Great Lakes region

The regional mediators engaged in experience sharing and group exercises that helped them identify key lessons learned, best practices and develop take-home action plans. It was important to ensure that participants leverage the cross learning and engagement in application of those lessons and best practice in their contexts. Additionally, the take-home plans ensure sustainability for the regional mediators practice within their communities.

Small Grants to support CSOs

Under this project in partnership with the Elman Peace and Human Rights Centre direct support to CSOs through a small grants mechanism to support CSO engagement strategies to promote insider mediation, reintegration and reconciliation efforts in the Great Lakes region was provided. Following the Call for Proposals in partnership with Elman Peace and Human Rights Centre in May 2022, 33 proposals were submitted by eligible CSOs from Burundi, the Democratic Republic of Congo, Rwanda, and Uganda. After this, 15 shortlisted proposals underwent a transparent vetting process by the Steering Committee. Upon review of the shortlisted proposals, the Steering Committee represented by ICGLR, African Union, CSOs, UNDP and Goodwill ambassador unanimously decided on six CSOs; 1-Uganda, 1-Burundi, 1-Rwanda, and 3-DRC that were supported through funding and technical support to implement activities to promote insider mediation, reintegration, and reconciliation efforts. Hereinafter, the disbursement period for the awarded CSOs commenced in August 2022 namely: *JAMAA Grand Lacs*- Reconciliation process between ex-combatants and local communities; *Union des Juristes engages pour les opprimes*- engaging local communities in the process of DDR for Peace and Stability; *Reseau Des Cadres De concertation Intercommunautaire*- to support the socio-economic reintegration of former combatants; *Association des Scouts du Burundi* – Support for the promotion of community

reintegration of youth and women affected by socio-political crises; *Inter-religious Council of Uganda*- Building social cohesion and strengthening community resilience for non-violence among communities; and *Prison Fellowship Rwanda*- Psychosocial reintegration of ex-combatants, and community reconciliation.

Community of Practice

From the virtual training and related initiatives, participants expressed interest to continue learning on insider mediation for DDR/RR through the Community of Practice (CoP). An average of between 15-20 participants engaged in monthly Community of Practice Meetings focused on learning of various topics to enhance their insider mediation for DDR/RR competencies. With this, terms of reference were drawn and validated to articulate the membership, objectives, and governance structure. A capacity needs assessment and a framework were developed in support of the engagement of members as well as other insider mediators specialized in DDR/RR. Additionally, through monthly meetings and platforms such as the WhatsApp group and Virtual Teams Space information sharing takes place. Beyond the CoP, some of the trained insider mediators' members have since participated and been engaged and involved in the ongoing Nairobi Peace Process, on the restoration of peace and security in Eastern DRC. Additionally, with the adoption of the national strategy for the implementation of the Demobilization, Disarmament, Community Recovery and Stabilization Program (P-DDRCS) for ex-combatants in DRC, some CoP members are supporting the strategy's implementation that entails active participation of CSOs at all levels and local communities, especially those that have been victims of the armed groups.

Output 1.5: Support for the participation of the ICGLR fora in the ICGLR consultative process.

Since its inception, the ICGLR has maintained that the absence of violent conflict alone is insufficient to ensure peace in the Great Lakes Region. Rather, Member States must work within a broader transformation framework that recognizes the conditions necessary for sustainable peace and development through women, youth, and the participation of CSOs. The ICGLR thus considers participation of youth, women, CSOs, and private sector in its consultative processes important. Their participation has been taking place through the ICGLR Youth Forum, ICGLR Regional Women's Forum, ICGLR Civil Society Forum, and ICGLR Private Sector Forum.

The overall purpose of the UNFPA portion of the program is to support institutional strengthening of the women, youth, civil society, and private sector fora of the ICGLR, in order to better enable the fora to fulfil their mandate of representing their constituencies in the ICGLR consultative process and promoting peace and security in the region.

The project under this output focused on the implementation of the recommendations that emanated from the organizational assessment that was conducted in 2019 and finalised in 2020.

The recommendations of the organizational assessment speak to the strengthening of the national level of the fora, the development of lean and efficient ways of working and institutional strengthening by means of holding General Assemblies and developing regional action plans of the fora. The assessment suggested that the General Assemblies provide opportunities to re-energize the fora leadership, engage the national level of the fora and address capacity building needs.

In 2020 draft roadmaps and concepts for General Assemblies of the women, youth and civil society fora were developed (the General Assembly of the private sector forum was organized in 2019). A template for the regional action plans of the fora was also developed. The documents were shared and discussed with key stakeholders with a view to support further progress as regards to the institutionalization of the fora. In the light of the outbreak of the COVID-19 pandemic, the planned activities had to be partially reprogrammed to support pandemic response and to manage travel restrictions that render physical meetings difficult. These planned reprogramming activities were scheduled under the second tranche of project funds.

The second tranche of funding was received only at the end of 2021, and despite the challenges in funding in 2021, UNFPA was able to provide technical support to the ICGLR fora to participate in some of the activities and consultative processes related to the ICGLR. These included:

- Regional Private Sector Forum (RPSF) partnered with the Africa Private Sector Summit (APSS) conference on creating an enabling environment for doing business in Africa. Series 1 took place online in March 21, and Series 2 took place in Accra in October 2021.
- The Regional Youth Forum (RYF) executive members participated as part of the ICGLR Election Observer Mission in Zambia in August 2021.
- Various chambers of commerce from member States represented in the RPSF participated in the East Africa Trade and Investment week held in Dar es Salam in August 2021.
- The RYF hosted a High-Level Peace and Security Symposium in Nairobi in September 2021.
- The RPSF participated in the ICGLR Conference on the Illicit Trade and Exploitation of Natural Resources held in Khartoum in September 2021.

Some of the activities that contributed towards the strengthening and operationalizing of the ICGLR fora, included:

- The RYF developed a Regional Youth Action Plan 2021-22 and planned calendar of events. Unfortunately, due to a lack of resources many of these activities were not able to be carried out.
- The RYF conducted two Executive Committee meetings; one on the 23rd September 2021 and the other on 8th October 2021. Discussions took place on convening the General Assembly, and action planning.
- The RPSF hosted the ICGLR Executive Secretary Amb. Caholo for a courtesy visit in April 2021 during his official visit to Kenya.

- Together with the OSESG-GL, the RPSF launched the Great Lakes Women Entrepreneurship Network in December 2021 to promote women involvement in business and to begin to build a network of women entrepreneurs across the Great Lakes region.

After receiving the second tranche of funding, UNFPA significantly accelerated its activities in 2022 in terms of achieving the key milestones of the project related to the recommendations of the organizational assessment conducted in 2019. The key milestones and achievements on each of the three ICGLR fora focus areas included:

Women Peace and Security

- The project supported convening of the **3rd General Assembly of the ICGLR Regional Women's Forum (RWF)**, which was held in Bujumbura, Burundi between 18-20 May 2022. The Assembly discussed reports and challenges and oversaw the election of a new Steering Committee and Bureau. The chair of the forum is from Burundi, while 6 more members each represent the other ICGLR Member States. This forum has served as a platform where the Regional Women Fora has reviewed its successes and challenges and pledged to enhance its engagement with its constituencies going forward.
- The RWF General Assembly proposed the review of strategic direction taking into consideration the current developments in the Great Lakes Region. UNFPA, with the ICGLR Secretariat, supported the development of **five-year Strategic Plan and 2-year Action Plan for the RWF** through the appointment and oversight of the consultant, supporting the consultative planning meeting held in Kampala, Uganda from 12th -14th October 2022 to engage the members of the executive committee of the RWF and key stakeholders in the development of the strategic plan. The strategic plan has since been developed and endorsed by key stakeholders for use taking this consultation as a major foundation. The RWF Strategic Plan, 2023 – 2027 aligns and harmonizes the RWF strategic direction with the objectives and activities of the International Conference on the Great Lakes Region (ICGLR), Women, Peace, and Security (WPS) in the Great Lakes Region, National Women Fora, and other Women-led organizations in the Great Lakes Region.
- The project mobilized high-level engagement in the key processes of ensuring the meaningful participation of women in peacebuilding and sustaining peace architecture. Among these are H E Mrs. Angeline Ndayishimiye, the First Lady of Bujumbura, and Rt. Hon. Robinah Nabbanja, the Prime Minister of Uganda who attended the General Assembly of the Regional Women Fora and the Consultation held to develop the strategic plan respectively. During their remarks, both leaders emphasized the importance of providing deliberate opportunities to national and regional women's institutions in decision-making processes of the region mainly related to peace, development, and wellbeing.

- Together with the OSESG-GL, the RPSF launched the *Great Lakes Women Entrepreneurship Network* in December 2021 to promote women involvement in business and to begin to build a network of women entrepreneurs across the Great Lakes region.

Youth Peace and Security

- In its capacity as Chair of the Peace and Security Council (PSC) of the African Union (AU), the Government of Burundi hosted the Bujumbura Youth Dialogue on 23 April 2022. More than 350 young women and men from across Africa participated in the *Continental Dialogue on Youth, Peace, and Security*. The dialogue created a space for the participants to connect by sharing practices and innovative ideas for the implementation of the youth, peace, and security agenda, in Burundi and Africa generally. The key objective of the dialogue was to promote meaningful engagement and active participation of youth in peacebuilding processes and in the formulation of peace and security policy and action plans at the national, regional, and continental levels. The fact that the dialogue was co-facilitated by 4 AU Youth Ambassadors for Peace (AYAP) and the AU Youth Envoy provided the youth in the region valuable insights from among the youth leaders which was inspirational for the participants to do more. The dialogue culminated with a declaration calling on Member States to engage youth in peacebuilding under the five pillars of UNSCR 2250.
- A *capacity building workshop on Youth, Peace and Security* was organized by the OSESG-GL and UNFPA in partnership with the ICGLR Secretariat and the AU Youth 4Peace on 17-20 October 2022 in Nairobi Kenya. The workshop sought to mobilize young peacebuilders in the Great Lakes Region to explore their potential and assess the bottlenecks facing youth-led peacebuilding initiatives. Key stakeholders such as the EU, AU, OSESG-GL, ICGLR secretariat, the AU Youth Envoy, UN agencies mainly UNFPA and UNDP engaged with the youth leaders drawn from 16 countries. The workshop created opportunities to further promote the role of youth in sustaining peace at national peace processes and also at the community level, by analysing the systematic and structural barriers, local mechanisms, and capacities for peace.
- The project supported development of a **five-year RYF strategic plan (2023-28) and one-year Action Plan (2023)**. The process for developing the Strategy relied on extensive consultations with different categories of stakeholders. The consultations included virtual and on-site meetings with a wide range of youth leaders in the ICGLR and a Technical Working Committee comprising staff of the ICGLR Secretariat, mediation experts, representatives of youth organizations, and consultations with the staff of major UN entities such as OSESG-GL, UNFPA and UNDP. The consultations included interactions with participants that attended two major events: (1) Capacity building workshop on youth peace and security to youth-led in the Great Lakes Region, 17-20 October 2022; and (2) Regional Youth Forum General Assembly, 1-3 November

2022. The consultations provided rich insights/data that supported the development of the strategic plan, plan of action and insights into the best pathways for the operationalization of the RYF Secretariat.
- The **3rd General Assembly of the RYF** took place from 1-3 November 2022 in Nairobi, Kenya in collaboration with the ICGLR Executive Secretariat, and supported by the OSESG-G, and UNFPA. The General Assembly culminated with the elections of the new Steering Group and Executive Committee of the fora following a democratic process as per the directives of the Accord.
 - While strengthening the regional youth platforms is a critical step, the experience from this project reaffirmed the fact that similar efforts should be exerted to strengthen and mobilize national youth forums through direct support of Member States and country focused stakeholders. UNDP and UNFPA thus embarked on a new initiative that focused on strengthening and working with national actors, mainly youth networks to initiate and strengthen initiatives toward developing and implementing **National Action Plans for YPS**. Accordingly, national dialogues were conducted from September – December 2022 in DRC, Burundi, and Rwanda to inform national-level youth peace and security initiatives. In the Democratic Republic of Congo (DRC), the process of appropriation and implementation of UN Security Council Resolution (UNSCR) 2250, on the Youth, Peace, and Security agenda, culminated with the establishment of the National Technical Secretariat on the implementation of UNSCR 2250 in DRC (STN2250), as well as the adoption of the National Action Plan (NAP) on YPS on 12 August 2022. As part of this initiative, a south-south experience mission was conducted from DRC to Burundi to enhance cross learning and collaboration.
 - The project also supported and facilitated the participation of women and youth leaders in the **election monitoring missions of the elections that happened in Kenya and Angola in 2022**. The Regional Youth Forum (RYF) executive members also participated as part of the ICGLR Election Observer Mission in Zambia in August 2021. The support demonstrated the progress toward opening political platforms to the observation of women and youth.

Strengthening the role of CSOs and the engagement of the private sector in the ICGLR

- The regional CSO Fora (RCSF) with the support of UNFPA, the Mwalimu Nyerere Foundation and the ICGLR Secretariat convened the **3rd General Assembly of the RCSF** from 5-6 October 2022 at Dar es Salam, Tanzania. The General Assembly was attended by the higher officials of ICGLR and the Minister for Constitutional and Legal Affairs, Hon. Dr. Damas Ndumbaro. This intervention has reignited momentum and background work that was done to locate the secretariat in Dar es Salam, Tanzania. To increase linkage and cross-learning, the executive committee members of both women and youth regional fora attended the General Assembly.

- The Secretariat of the Regional Private Sector Forum (RPSF) proposed the review of strategic direction taking into consideration the current developments in the Great Lakes Region. UNFPA, with the ICGLR Secretariat, supported the development of *five-year Strategic Plan and 2-year Action Plan for the RPSF* through the appointment and oversight of the consultant.

Outcome 3: The provisions of the Protocol on Prevention and Suppression of Sexual Violence Against Women and Children are effectively applied in the Great Lakes Region.

In 2019 the implemented activities supported the systematic and effective application of the provisions of the Protocol by the Member States in the GLR and provided the opportunity to strengthen collaboration between the ICGLR, governments and civil society organisations for greater knowledge on the extent and impact of SGBV in the region and the high political commitment and actions required to address it.

Key activities included a joint solidarity mission to Burundi by the OSESG-GL, FEMWISE and UN WOMEN to advocate for full participation of women in the electoral process in the upcoming elections; sensitization of judicial officers, prosecutors and probation officers in the Great Lakes Region on existing ICGLR instruments on SGBV; development of a draft model law for establishment of special courts and other mechanisms to fast track trial of cases of sexual and gender-based violence against women and children to address impunity for commission of SGBV due to protracted periods of trials; and an updated and validated report on progress of implementation of the Kampala Declaration (2011).⁵

The draft Model Law and Updated and Validated Report of progress on the implementation of the Kampala Declaration were approved by the Council of Ministers of Gender and Justice in the Great Lakes Region in their meeting in Brazzaville in November 2019.

For the implementation of this Outcome, a Letter of Agreement (LOA) was signed by UN WOMEN with the ICGLR Secretariat in July 2019 for the activities to be implemented by its Regional Training Facility (RTF) based in Kampala, Uganda. An inception/orientation meeting was held in July 2019 with the RTF to develop a common understanding of the project's objectives. Concept notes were developed for the implementation of the various activities, including a budget and a workplan. Moreover, the RTF programme and operations staff underwent a one-week training on Results-Based Management (RBM) and financial reporting to enhance their capacity in programme implementation and reporting.

⁵ Outcome document of a Special Summit of Heads of States of the ICGLR countries held in Kampala, Uganda in 2011 to address the high levels of SGBV in the Great Lakes Region.
<https://www.icglr-rtf.org/wp-content/uploads/2017/06/15-16th-December-2011-Kampala-Declaration-by-Heads-of-State-from-icglr.pdf>

Output 3.1: Domestication of the ICGLR Protocol strengthened.

In November 2019, a regional workshop was organized by the RTF for 28 judicial officers and prosecutors from the 12 Member States of the ICGLR in the format of a platform to share experiences on the national prosecution of SGBV and the development of a model/guide on establishment of special courts and other mechanisms to fast-track prosecution of SGBV cases. Key findings from the meeting highlighted that 9 out of 12 Member States had adopted and/or strengthened mechanisms to fast-track prosecution of SGBV cases. These mechanisms included special courts that have special chambers to hear SGBV cases that are supported by specially trained police officers; special sessions that aim to clear the backlog of existing SGBV cases and special procedures for the prosecution of SGBV cases that are in the form of legislations, practices, or services to survivors. During the meeting, the participants finalized a draft model legislation on establishment of Special Courts and other mechanisms for fast tracking the prosecution of SGBV cases⁶.

This model legislation incorporates good practices and lessons learned from current fast track measures developed by member states of the ICGLR and responds to Commitment 8 of the Kampala Declaration of 2011 to end impunity for SGBV. Features of the draft law include:

- A definition of special courts and functions of the court;
- Procedures and measures for fast tracking the prosecution and hearing of sexual offenses and;
- Guidelines for judicial officers and prosecutors, investigating officers and medical personnel in handling sexual offenses to ensure proper management of sexual offenses.

In 2020, activities supported the implementation of some provisions of the Protocol on Prevention and Suppression of Sexual Violence Against Women and Children in the Great Lakes Region by the Member States in the ICGLR and provided the opportunity to strengthen collaboration between the ICGLR, governments and civil society organisations for greater knowledge on the extent and impact of SGBV in the region and the high political commitment and actions required to address it.

A joint solidarity mission to Burundi was undertaken by the OSESG-GL, FEMWISE, UN WOMEN, and the ICGLR Regional Women's Forum to advocate for peaceful elections and respect for the women's constitutional quota to enable full participation of women in the 2020 electoral process. The elections were relatively peaceful, and women were able to compete for the affirmative action seats.

The ICGLR Protocol on Management of Information and Communication (Article 3 (2)) commits Member States to promote freedom of media and their role in protecting the objectives and activities of the International Conference on the Great Lakes Region and its Instruments including

⁶ See **Annex 1: Model Law Legislation on the Establishment of Special Courts & other Mechanisms to Fast Track the Trial of Sexual Violence Against Women and Children.**

those on SGBV. In this regard, in 2020, ICGLR Regional Training Facility in partnership with UN Women, and funding from the European Union, trained 56 senior journalists from 11 of the ICGLR member states on SGBV and the skills required for reporting and accountability. The journalists were trained virtually from 9th -11th December 2020. A draft Media Action Plan on SGBV Accountability, outlining key outputs for SGBV accountability and the related indicators, baselines, targets, and activities was developed and a Great Lakes Media Campaign Against SGBV was launched.

In 2021, no project activities were undertaken, as funds received in 2019 (first tranche) had been exhausted, and replenishment of funds (second tranche) had to wait until the combined expenditure of the three participating Agencies had reached 80%.

In 2022, UN WOMEN commissioned a study on the gendered impact of COVID-19 in the member states of the ICGLR. The study noted a sharp increase of GBV in the region, an increase in teenage pregnancies, reduced access to social services including protection services for SGBV, and a disproportionate negative impact on women's economic status. This was followed by a convening of technical experts from the Ministries responsible for Gender and relevant women's civil society organisations to present the findings and deliberate on measures to be taken to address the negative impact. ICGLR member states adopted the AU Guidelines on Gender Responsive Responses to COVID-19 and Enhancing Women's Leadership in COVID-19, proposed development of a monitoring framework for progress, and biannual reporting⁷.

Africa, led by the AU, had developed a robust response to the COVID-19 epidemic which resulted in Africa accounting globally for only 3.6% of COVID cases and 3.6% of COVID deaths respectively. The health response included prolonged lock downs of affected communities and households, international border closures, closure of schools and colleges for prolonged periods (more than a year in some countries in the Great Lakes region) etc. These successful health measures came with great social and economic consequences; an increase in SGBV and serious economic consequences for women in cross border trade and informal employment.

Three meetings were held by the AUC on 24 April 2020, 29 April 2020 and 7 May 2020 that focused on the Impact of COVID-19 on GEWE, and developed the AU Guidelines on Gender-Responsive Responses to COVID-19 and Enhancing Women's leadership in COVID-19 respectively. In May 2020, the AU in collaboration with UNECA and UN WOMEN convened African Ministers responsible for Gender to share their experiences and good practices on a "Gendered Framework" in the response to COVID-19, on 12 May 2020. The meeting brought together more than 200 participants and representatives from more than 40 African countries, from

⁷ Background information on the Gendered Impact of COVID-19 on member states of the ICGLR with particular attention to issues of protection for women and girls (SGBV), access to services for health, trade, and livelihoods: A Report on the Impact of COVID-19 on women and girls in the member states of the Great Lakes Region, and measures adopted to respond to the situation. *Dora Christine Byamukama, Nov. 2022 (Annex 9)*

government, civil society, and the United Nations. Only four countries from the ICGLR were in attendance, viz. Democratic Republic of Congo, Kenya, Uganda, and Zambia. It was to address this gap that UN WOMEN supported ICGLR to commission the study on the gendered impact of COVID on countries of the Great Lakes and to convene member states of the Great Lakes to present the study and review the recommendations of the AU on a gendered response to COVID 19.

Output 3.3: Raising awareness among member states about the seriousness and severity of gender-based sexual violence and the severity of such crimes.

Key activities and results for 2019 included the first validated report on the status of implementation of the Kampala Declaration, a joint solidarity mission of the OSESG-GL, ICGLR, UN WOMEN and FEMWISE in Burundi to advocate for and raise awareness for a conducive environment for women's increased participation in the 2020 presidential and parliamentary elections, and approval of the draft model law for fast tracking of SGBV cases and the status report of the implementation of the Kampala Declaration by the ICGLR Council of Ministers of Justice and Gender meeting in Brazzaville in November 2019, prior to submission to the heads of State Summit for adoption and binding on member states for domestication.

A 2017 report on implementation of the Kampala Declaration was updated using additional data provided by Member States and desk research. Data was collected through literature review and interviews using a standard questionnaire addressed to Member States. A two-day Validation Meeting was held in November 2019. The meeting was attended by 25 participants from all ICGLR Member States. Discussions focused on the progress made in implementation by each Member State which can be found in the annexed updated report. All member states had strengthened legal and policy frameworks to support SGBV prevention, were providing training for relevant personnel, and were operating "recovery" centres that provide comprehensive services for survivors. Significant challenges included insufficient financial inputs to address the magnitude of the problem, low rates of reporting due to lack of confidence in the Police and low conviction rate of reported cases, and no member state had comprehensive and up to date data on SGBV prevalence and management. Key recommendations were; enhance capacity for data collection, align national laws and policies with international frameworks, train law enforcement and judicial officers, allocate adequate resources for SGBV prevention, and increase awareness on the issues⁸.

One solidarity mission to Burundi was supported, which took place on 5-8th June 2019. The solidarity mission was undertaken by representatives of the AU, ICGLR, and the Office of the Special Envoy for the Great Lakes region, acting on behalf of the Women's Platform Advisory Board for Women Peace and Security (WPS) for the Great Lakes Region. The mission was led by

⁸ Annex 3: An Updated Report on the implementation of the Kampala Declaration on Sexual and Gender-Based Violence by the International Conference of the Great Lakes Region Member States; Hon. Dora Byamukama, 2019.

Her Excellency Catherine Samba-Panza, former President of the Central African Republic, Co-Chair of FEMWISE-Africa, accompanied by Ambassador Liberata Mulamula, former Executive Secretary of the ICGLR, both members of the Framework Agreement's Women's Platform Advisory Committee. The mission's objective was to conduct advocacy for the promotion of the status of women in Burundi for their full participation in the electoral process, decision-making mechanisms, and peace and security consolidation dynamics at both the national and community levels. The mission encouraged various stakeholders to invest in the priorities of women and girls and urged them to maintain accountability standards for SGBV and to strengthen legal measures to combat impunity. It also urged the women leaders to be supportive and to reach out to women at grassroots level to conduct awareness sessions before and during national consultations for peacebuilding.

In November 2019, a regional workshop was organised by the RTF for 28 judicial officers and prosecutors from the 12 Member States to share experiences on national prosecution of SGBV and the development of a model/guide on establishment of special courts and other mechanisms to fast-track prosecution of SGBV cases. Key findings from the meeting highlight that 9 out of 12 Member States had adopted and or strengthened mechanisms to fast-track prosecution of SGBV cases. These mechanisms include special courts that have special chambers to hear SGBV cases that are supported by specially trained police officers; special sessions that aim to clear backlog of existing SGBV cases and special procedures for prosecution of SGBV cases that are in the form of legislations, practices, or services to survivors. During the meeting, the participants finalised a draft model legislation on establishment of Special Courts and other mechanisms for fast tracking prosecution of SGBV cases.

The meeting of the ICGLR Council of Ministers of Gender and Justice, organized by the ICGLR, was held in Brazzaville, Republic of Congo on 24th- 27th November 2019. The 'Updated Report on Progress on Implementation of the Kampala Declaration' was presented together with the draft Model Law for the Establishment of Special Courts for the Prosecution of SGBV Cases. Among others, the objective of the meeting was to assess actions for the implementation of the Kampala Declaration. Both the updated report and the model legislation were approved and will go to the next stage of presentation to the Heads of States for adoption. The acceptance was included in the final communiqué of the meeting.

In 2020, a further good will mission to Burundi was supported, from 2nd to 4th March 2020. The mission was undertaken by representatives of FemWise, ICGLR Gender Directorate, the Office of the UN Special Envoy for the Great Lakes Region, UN Women and the ICGLR Regional Women's Forum. It was led by Ambassador Liberata Mulamula, former Executive Secretary of ICGLR in her capacity as member of FemWise. Other participants in the solidarity mission were the Director of Gender of ICGLR, the Vice President of the ICGLR Regional Women's Forum, Burundian

Women leaders, the Senior Gender Adviser in the Office of the UN Special Envoy of the Secretary General for the Great Lakes region, and the UN Women Country Representative in Burundi.

The delegation met with Burundi Government officials viz. the Minister of Foreign Affairs, the Minister of Human Rights, Social Affairs and Gender and the Minister of Justice and Keeper of the Seals, Minister of Home Affairs, and the Ombudsman, who all reaffirmed the need to take quotas into account in the elections in order to support women's participation in the elections and consequently gender parity. The delegation and government authorities noted that the electoral context and framework had become more open for women to participate in the electoral process. The authorities undertook to help more women to participate by creating favourable conditions as well as to involve women in efforts to prevent and resolve conflicts.

The mission was a follow up to the regional workshop on the participation, representation, and protection of women in the electoral processes in the Great Lakes Region that was held in Addis Ababa on 12-13th December 2019. The workshop requested the Guarantors of the Peace, Security and Cooperation Framework for the DRC and the region (PCS-F), through the Advisory Board on WPS, to pursue joint initiatives to promote inclusive electoral processes and women's protection in post conflict stabilisation and peace building contexts.

In 2022, Sexual and Gender-Based Violence Training for religious and traditional leaders of ICGLR member states was held on 15 and 16 November 2022⁹. The objectives of the training, attended by 53 participants were: -

- a. Religious and traditional leaders in the Great Lakes region have enhanced knowledge on SGBV prevention and control and can define their role in prevention and response.
- b. The ICGLR-RTF has a comprehensive training package for Religious and Traditional rulers on SGBV prevention and response.
- c. Religious and traditional leaders come up with an Outcome Document that outlines their commitments to work within their various constituencies to implement actions on SGBV prevention and response in accordance with the ICGLR Protocol on the Prevention and Suppression of Sexual Violence Against Women and Children.

At the end of the training participants came up with the following Outcome Statement, reflective of a deep commitment to address SGBV in their various spheres of work and influence: -

We commit to:

1. Create awareness and sensitize our people through our pulpits and cultural

⁹ Annex 4: Sexual and Gender-Based Violence (SGBV) Training for Religious and Traditional Leaders of ICGLR Member States; A Report. *Angela Dwamena-Aboagye, 2022.*

platforms about the dynamics, nature, and forms of SGBV and the need to curb such;

2. Advocate for the voice of all categories of victims of SGBV, including those with disabilities to be more amplified and heard when they are violated, because we understand that women and girls with disabilities are likely to face emotional, sexual, and physical violence three times more than persons without disabilities;
3. Ensure that victims of SGBV are protected, given access to justice within our communities, and are empowered to report violence to end the impunity of perpetrators;
4. Create partnerships with State and non-state actors in combating SGBV in our communities and at the national level using different existing platforms of which we are members, including the platform of certified mediators and faith-based organisation platforms, among others;
5. Work closely with our local administrations to set up SGBV desks or incorporate SGBV prevention and response into the work of Gender Desk Officers at the local level;
6. Ensure that Gender Desk Officers work closely with the Gender Task Force set up at all local levels to address SGBV (for e.g., under the Nyumba-Kumi Initiative);
7. Utilise existing platforms and religious and traditional spaces to sensitize our communities on ending SGBV, such as the community meetings, Friday prayer for Muslims, Madrasa, church meetings, Chief Barazas, and one-on-one sessions;
8. Establish forums and platforms to target potential perpetrators of SGBV and sensitize them of the criminal implications of their actions;
9. Create groups of male champions against SGBV in our localities and spheres of influence;
10. Monitor implementation of National and Regional Action Plans and provide feedback to state authorities and other duty bearers; and
11. Monitor the actions of state institutions in our local communities, such as the police, health, and social service facilities in terms of their response to SGBV incidents and advocate for better responses.

ICGLR-RTF also has a comprehensive training package for Religious and Traditional rulers on SGBV prevention and response¹⁰.

iii) Best practices, challenges, and lessons learned

The following key lessons emerged throughout the implementation period:

¹⁰ Annex 5: Sexual and Gender-Based Violence Training for Religious and Traditional Leaders of ICGLR Member States. *Angela Dwamena-Aboagye, 2022.*

1. Leverage ICGLR’s convening power of Member States to operationalise the regional mechanisms for peace and security in the Great Lakes region.
2. There is a need to support the operationalisation of the ICGLR fora and its strategies, the frameworks on Insider Mediation/DDR and the fast-tracking of SGBV cases.
3. Foster greater collaboration between ICGLR and the UN system to support the effective implementation of the P-DDRCS and other DDR processes in the Great Lakes region.
4. Building on existing partnerships with regional CSOs, national NGOs, women’s groups, media, religious and traditional leaders to continue shaping and strengthening capacities to support DDR/RR processes and address SGBV at regional, national, and local levels.

The following challenges were faced during implementation:

1. The unpredictable security situation in the region, particularly in Eastern DRC, impacted the planned activities.
2. The necessity for contingency measures that ensure flexibility and adaptability to emerging challenges such as prolonged vacancies impacting institutional capacity.
3. Restrictions linked to the COVID-19 pandemic that affected the implementation of some activities.

iv) Implementation of Visibility and Communications Plan

The project was featured on the dedicated Great Lakes Cross Border Multi partner trust fund MPTF Office GATEWAY and updates were provided on [Insider Mediation for DDR/RR Training](#) and [Insider Mediators: establishing a pathway to peace in the Great Lakes Region](#) on the UNDP Corporate Website and the [ICGLR Secretariat Newsletter Issue 2 March 2023](#) as well as two short documentaries on the [Insider Mediation for DDR/RR training](#) and the [Experience Sharing Workshop](#).

The project description was also uploaded on websites of GLRSF and O/SESG-GL websites ([link](#)), and the articles on the events related to the project were also published on the ICGLR website ([link](#)), including:

- The official launch of the joint project
- High-level Consultation of Ministers of Gender and Justice from ICGLR Member States

Articles on the events related to project implementation was published on social media, including:

- Project Description ([Facebook](#) / [Twitter](#))
- Great Lakes region - ICGLR Youth Delegates meeting ([Facebook](#) / [Twitter](#))
- Joint launch of EU/GIZ/UN Project ([Facebook](#)/ [Twitter](#))
- Output3.1-GenderBasedViolenceRegionalWorkshoponSGBVSpecialCourtsforJudicial Officers & Prosecutors ([Twitter](#))
- Output 3.3 - Workshop to validate the report on implementation of the Kampala Declaration ([Twitter](#))

- Introduction of Updated Kampala Declaration commitment
- Joint planning workshop 2020 ([Twitter](#))

PowerPoints on the project presented during relevant events included:

- ICGLR Peace & Security Program Planning Workshop (January 2019)
- UN-EU Coordination Meeting on the Great Lakes Region (February 2019)
- Output 1.4 – The Strategic Planning Workshop (September 2010)
- Output 1.5 – Orientation Meeting (March 2019)
- Output 1.5 – General Assembly (September 2019)
- Output 1.5 – Consultation Workshop (November 2019)
- Joint Planning Workshop (November 2019)

ii) Indicator Based Performance Assessment:

Using the **Programme Results Framework from the Project Document / AWP** - provide an update on the achievement of indicators at both the output and outcome level in the table below. Where it has not been possible to collect data on indicators, clear explanation should be given explaining why, as well as plans on how and when this data will be collected.

	Achieved Indicator Targets 2019-2022	Reasons for Variance with Planned Target (if any)	Source of Verification
Outcome 1: The ICGLR Peace and Security Programme is strengthened			
<p>Output 1.4 - Creation of a network of regional mediators specialized in the subjects covered by DDR/RR</p> <p>Indicator 1.4.1</p> <ul style="list-style-type: none"> ● # of insider mediators (m/f) trained on DDR/RR and members of the regional network <p>Baseline: 0 Planned Target: 50 = (25 men and 25women)</p>	87 (49 men and 38 women)	Two of the selected female participants were unable to join the training due to contracting COVID-19 and visa challenges	Workshop training reports
<p>Indicator 1.4.2</p> <p># of ongoing/successful pilot mediation processes strategies carried out at the local level</p> <p>Baseline: 0 Planned Target: 3 (2022)</p>	6	Small grants to promote pilot mediation strategies awarded to 6 CSOs at local level	Monitoring reports, external evaluation report

<p>Indicator 1.4.3</p> <ul style="list-style-type: none"> ● # of case studies and guidance notes on insider mediation (applied to DDR) <p>Baseline: 2 Planned Target: 5 (2022)</p>	<p>4</p>	<p>One revised Guidance Note had been produced in 2019, not as part of this project. This explains the change in the baseline from 1 to 2</p>	<p>UNDP corporate website, case study and guidance reports available</p>
<p>Output 1.5 - Support for the participation of the ICGLR for a (youth forum, women's forum, civil society forum, private sector forum) in the ICGLR consultative process</p> <p>Indicator 1.5.1</p> <ul style="list-style-type: none"> ● # of consultative processes in which the ICGLR fora have participated <p>Baseline: 4 (2019) Planned Target: 2 per year for each of the fora (Total = 24)</p>	<p>48 Consultative processes Fora participated in between 2019-2022:</p> <ul style="list-style-type: none"> - RWF=16, - RYF=16, - RCSF=7, - RPSF=9. 	<p>In some cases, multiple Fora reps attended the same consultative process, e.g., the High-level Consultation of the Ministers of Gender and Justice from the ICGLR Member States on the implementation of the Kampala Declaration in Brazzaville was attended by the RWF, RYF and the RCSF representatives.</p>	<p>Documentation (e.g., meeting reports/outcome documents) indicating the participation of fora in ICGLR consultative processes.</p>
<p>Indicator 1.5.2</p> <ul style="list-style-type: none"> ● # of fora initiatives contributing to the strengthening and operationalization of the fora <p>Baseline: 5 (2019) Planned Target: 12 (3 fora initiatives per year)</p>	<p>48 Fora initiatives contributing to strengthening and operationalizing of the Fora between 2019-2022:</p> <ul style="list-style-type: none"> - RWF=12, - RYF=16, - RCSF=9, - RPSF=11 	<p>In some cases, multiple Fora reps attended the same workshops or training events, e.g., RWF, RYF, RPSF and the RCSF representatives attended the annual ICGLR planning workshops.</p>	<p>Documentation (e.g., meeting reports/outcome documents) indicating the participation of fora in initiatives contributing to the strengthening and operationalization of the fora</p>

Outcome 3: The provisions of the Protocol on Prevention and Suppression of Sexual Violence Against Women and Children are effectively applied in the Great Lakes Region			
Output 3.1 - Domestication of the ICGLR protocol strengthened	9 out of 12 member states have adopted and/or strengthened mechanisms to fast-track prosecution of SGBV cases (Burundi, Republic of Congo, Democratic Republic of Congo, Kenya, Rwanda, South Sudan, Sudan, Uganda, and Zambia). ¹¹	Angola, Central Africa Republic, and Tanzania have not adopted any fast-track mechanisms for prosecution of SGBV cases.	Special Courts and other Measures for Fast-Tracking Sexual and Gender-Based Trials; a rapid assessment of effectiveness; <i>Florence Butegwa 2022.</i>
Indicator 3.1.1 i) # of countries that have adopted and strengthened legislation and or fast track policies/mechanisms to fast track prosecution of SGBV cases	Technical experts of Gender Ministries of the Great Lakes member states proposed adoption of the AU Guidelines for Engendering the COVID-19 Response and developed 11 Action Points for engendering the COVID-19 Response.		Final Report: Technical Experts Meeting of ICGLR Ministries in Charge of Gender to Deliberate on Measures put in place to address the Gender Impact of the COVID-19 Pandemic; <i>Dora Byamukama, 2022.</i>
Baseline: 5 Planned Target: 12			Information on the Gendered Impact of COVID-19 on MS of the ICGLR; <i>Dora Byamukama, 2022.</i>

¹¹ You can find this information in “Draft report on Kampala Declaration Progress Implementation (2019)”.

<p>Output 3.3 - Raising awareness MS about the seriousness and severity of gender-based sexual violence and the severity of such crimes</p> <p>Indicator 3.3.1</p> <ul style="list-style-type: none"> ● # of stakeholders that are sensitized on the provisions of the Protocol <p>Baseline: 3</p> <p>Planned Target: 8</p>	<p>SGBV Training for Religious and Traditional leaders from the countries of the ICGLR</p> <p>8 stakeholders have been sensitized on the provisions of the ICGLR protocol. (i.e. Civil Society, Judicial Officers, Prosecutors, guarantors of PCSF, Ministers of Gender and Justice of the Great Lakes countries, media houses, traditional and religious leaders)</p>	<p>No variances</p>	<p>Sexual and Gender-Based Violence (SGBV) Training for Religious and Traditional Leaders of ICGLR member states. Training Report. <i>Angela Dwamena-Aboagye, 2022</i></p>
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III. Other Assessments or Evaluations (if applicable)

In November, an assessment was undertaken by the UN agencies to review and reflect upon the efforts in the implementation of the EU/UN joint project to support peace and security in the Great Lakes Region, with a focus on each of the key milestones, achievements and challenges of the project.

VI. LIST OF ANNEXES

Annex 1a&b: Insider Mediation for DDR/RR Training Course Reports (ENG & FR)

Annex 2: Terms of Reference Community of Practice (FR)

Annex 3a&b: Experience Sharing Workshops Reports (ENG & FR)

Annex 4: Special Courts and Other Measures for Fast-Tracking Sexual and Gender Based Trials: A rapid assessment of effectiveness.

Annex 5: A report on the impact of COVID 19 on Women and Girls in the member states of the Great Lakes Region, and Measures Adopted to Respond to the Situation

Annex 6: A report on Sexual and Gender Based Violence Training for Religious and Traditional Leaders of ICGLR member states.

Annex 7: SGBV Training Materials for Religious and Traditional Leaders

Annex 7: The Report on the General Assembly of ICGLR Women Fora

Annex 8: The Report on the General Assembly of ICGLR Youth Fora

Annex 9: The Report on the General Assembly of ICGLR CSO Fora

Annex 10: The Report on the Regional Capacity Building Training on YPS

Annex 11: The Strategic Plan of the Regional Women Fora

Annex 12: The Strategic Plan of the Regional Youth Fora

Annex 13: The Strategic Plan of the Regional Private Sector Fora

Annex 14: The Strategic Plan of the Regional CSO Fora

Annex 15: UN in Support of Peace and Security in the Great Lakes Region, Final Project Assessment Report 2018-2022

Annex 16: Validation Meeting Report DRRR

Final European Union Reporting as of 31Dec2022

Name of Fund: GLR Cross Border Fund

EU Agreement Reference #: FED/2018/395-627

Fund start date: 21-Nov-18

Implementation period start date: 22-Nov-18

Implementation period end date: 21-Nov-22

Detail in US Dollars, \$	Estimated Budget as per Agreement \$	Cumulative Expenditure Reported \$	Commitment \$	Remaining Budget Balance \$
Staff & Personnel Cost	148,854.00	244,441.28		(95,587.28)
Supplies, Commodities and Materials	10,000.00	-		10,000.00
Equipment, Vehicles, Furniture and Depreciation	-	-		-
Contractual Services	501,749.85	410,021.22		91,728.63
Travel	328,847.06	315,439.66		13,407.40
Transfers and Grants	615,172.40	414,580.35	-	200,592.05
General Operating	7,996.80	5,443.46		2,553.34
Programme Costs Total	1,612,620.11	1,389,925.97	-	222,694.14
Provision for Contingency Reserve	-			-
Indirect Support Costs Total	112,883.41	97,345.65	-	15,537.76
Total	1,725,503.52	1,487,271.62	-	238,231.90

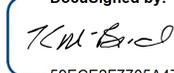
Annex VII Management Declaration

I, the undersigned, Kelly McBride, in my capacity as Deputy Chief Finance Officer, United Nations Development Programme (“UNDP”), confirm that in relation to the Contribution Agreement¹, (the “Agreement(s)”), based on my own judgement and on the information at my disposal, including, inter alia, the results of the audits and controls carried out, that:

1. The information submitted under Article 3 General Conditions of the Agreement for the financial period 1/1/2022 to 31/12/2022 is properly presented, complete and accurate;
2. The expenditure was used for its intended purpose as defined in Annex I of the Agreement;
3. The control systems put in place give the necessary assurances that the underlying transactions were managed in accordance with the provision of this Agreement.
4. The Organisation performed the activities in compliance with the obligations laid down in the Agreement and applying the accounting, internal control, audit systems, and procedures for grants and procurement, including a review procedure,² referred to in Article 1.3 of the Special Conditions and which have been positively assessed in the ex-ante pillars assessment.

Furthermore, I confirm that I am not aware of any undisclosed matter which could harm the interests of the European Union.

New York, 27 Apr 2023

DocuSigned by:

59ECE2F7705A479...
Kelly McBride
Deputy Chief Finance Officer, UNDP

¹ Per the attachment

² Adapt if grants and/or procurement procedures is/are not the one(s) assessed by the Commission and take out for PA Grant Agreements

List of EU Contracts by Fund - as of December 2022

Fund	Contract
Afghanistan LOTFA MPTF	Afghanistan LOTFA MPTF
Albania SDG Acceleration Fund	IPA 2020/420-694
Aral Sea Region	ACA/2019/414-481
Central African Forest Init.	ENV/2019/405-245
Complex Risk Analytics Fund (CRAF'd)	CRIS 2022/439 162 - OPSYS PC-22730
GLR Cross-Border Fund	FED/2018/395627; A1
Joint SDG Fund	FED/2019/409-870 & ACA/2019/409-/877
Joint Security Sector Governan	T025-EUTF-HOA-SO-46.03; SO-46.04; SO-46.05 and T05-ETF-HOA-SO-03.11; SO-03.12; SO-57.07
JP Cuba EE FRE-DL	LA/2018/403-429
JP Georgia ENPARD	ENI/2021/427-059
JP Georgia EU HR4 All Phase 2	ENI/2020/418-101
JP Georgia EU IPSC	ENI/2018/401-351
JP Georgia VET in Abkhazia	2018/403-849; Addendum 1, 2, 3
JP Iran Emerging Needs	MIDEAST/2019/412-254
JP Libya LESST	ICSP/2020/419-767 and Add 1
JP Libya LNCB	ENI/2020/419-165; addendum 1
JP Local Governance III	T025-EUTF-HOA-SO-46.03; SO-46.04; SO-46.05 and T05-ETF-HOA-SO-03.11; SO-03.12; SO-57.07
JP oPt Rule of Law II	ENI/2019/409-495
JP PROSCAL	FED/2017/382-804
JP Somaliland Rule of Law	T05-EUTF-HOA-SO-46.06 (T05.1183)
JP Sri Lanka JURE	ACA/2021/425-459
JP Yemen ERRY II	MIDEAST/2019/405-606; addendum 1,2
JP Yemen ERRY III	NDICI ASIA/2021/428-650
JP Yemen Maritime Governance	ICSP/2019/412-335; addendum 1
Partnership Act. on Green Econ	ENV/2019/405-504
Peacebuilding Fund	ICSP/2019/410757 & ICSP 2020/422220 & NDICI/2022/439-848
Somalia Joint Justice Programm	T025-EUTF-HOA-SO-46.03; SO-46.04; SO-46.05 and T05-ETF-HOA-SO-03.11; SO-03.12; SO-57.07
South Sudan Humanitarian Fund	ECHO/-AF/BUD/2019/91034 & ECHO/-AF/BUD/2021/91046 & ECHO/-AF/BUD/2022/91020
South Sudan RSRTF	NDICI AFRICA/2022/435-177
Spotlight Initiative Fund	CRIS/2017/392-573; addendum x9
Syria Urban & Rural Resilience	ENI/2018/398-731, Addendum 1,2,3
UN REDD Programme Fund	DCI-ENV/2012/305-032
UN REDD Programme Fund	DCI-ENV/2015/370-082
United Nations Road Safety Trust Fund	NDICI CHALLENGE/2022/438-945
UNPRPD Multi-Partner Trust Fund	NDICI CHALLENGE/2022/435-164



Annex VII Global Management Declaration

I, the undersigned, **Mr. Andrew P. Saberton**, in my capacity as **Director, Division for Management Services, United Nations Population Fund** confirm that in relation to the Management Declaration covering all the Contribution Agreements and/or Contribution Agreements for Financial Instruments between the Contracting Authority¹ and the Organization is presented, based on my own judgement and on the information at my disposal, including, inter alia, the results of the audits and controls carried out, that:

1. The information submitted under Article 3 of the General Conditions of the Agreements for the financial period **01/01/2022 to 31/12/2022** is properly presented, complete and accurate for the following Agreements:

1. Afghanistan Humanitarian Fund	[ECHO/-AS/BUD/2022/91014]
2. Albania SDG Acceleration Fund	[IPA 2020/420-694]
3. Aral Sea Region	[ACA/2019/414-481]
4. GLR Cross-Border Fund	[FED/2018/395627; A1]
5. Joint SDG Fund	[FED/2019/409-870 & ACA/2019/409-/877]
6. JP Iran Emerging Needs	[MIDEAST/2019/412-254]
7. Peacebuilding Fund	[ICSP/2019/410757 & ICSP 2020/422220 & NDICI/2022/439-848]
8. South Sudan Humanitarian Fund	[ECHO/-AF/BUD/2019/91034 & ECHO/-AF/BUD/2021/91046 & ECHO/-AF/BUD/2022/91020]
9. Spotlight Initiative Fund	[MIGR/2017/392-573 (ASEAN), HUM/2018/403-204 (Latin-America), EDF/2018/404-041 (Africa), EDF/2019/412-502 (Pacific), EDF/2019/412-681 (Caribbean) and HUM/2019/414-226 (Asia)]
10. Syria Urban & Rural Resilience	[ENI/2018/398-731, Addendum 1,2,3]

To be noted that at the time of signature of this Management Declaration, the following Agreements were not yet subject to submission of reporting in accordance with the contractual conditions:

N/A

2. The expenditure was used for its intended purpose as defined in Annex I of the Agreements;
3. The control systems put in place give the necessary assurances that the underlying transactions were managed in accordance with the provision of the Agreements.
4. The Organization performed the activities in compliance with the obligations laid down in the Agreements and applying its own rules and procedures, where applicable, subject to the ad hoc measures agreed upon with the European Commission, as regards:
 - a) internal control;
 - b) accounting system;
 - c) independent external audit;
 - d) exclusion from access to funding;
 - e) publication of information on recipients;
 - f) protection of personal data;

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¹ For the avoidance of doubt, references to 'Contracting Authority' in this annex shall be understood as referring to the European Commission for the purpose of Contribution Agreements for Financial Instruments.

5. No substantial changes, which have not already been communicated to the European Commission, affect the rules and procedures which have been subject to the Ex-ante Pillar-Assessment.

Furthermore, I confirm that I am not aware of any undisclosed matter which could harm the interests of the European Union.

New York, 08/05/2023

DocuSigned by:
Andrew Saberton
7EAC3CFEB26740D...

.....
Andrew Saberton
Director
Division for Management Services

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30 March 2023

Dear Mr. Bagur,

As UN Women has opted for a consolidated annual Management Declaration for resources that United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) has received under IMDA, PAGOAs and contribution agreements, we are attaching the Management Declaration for 2022 covering all contracts implemented last year under these Agreements, with the understanding that this Management Declaration satisfies all contractual requirements regarding the Management Declaration requested in such IMDA, PAGOAs and contribution agreements.

Yours sincerely,

Moez Doraid

Director

Division of Management and Administration

Mr. Luc Bagur
Director, Directorate Resources
Directorate-General for International Cooperation and Development, DEVCO
Rue de la Loi 41
B-1049 Brussels

Attached:

Management Declaration for the contracts implemented in 2022 managed by MPTF
Management Declaration for the contracts implemented in 2022 managed by UN Women and other UN Organizations



Annex VII

Management Declaration

I, the undersigned, Moez Doraid, in my capacity as Director, Division of Management and Administration, confirm that in relation to the list of agreements – attached, (the “agreement”), based on my own judgement and on the information at my disposal, including, inter alia, the results of the audits and controls carried out, that:

1. The information submitted under Article 3 General Conditions of the Agreement for the financial period 01/01/2022 to 31/12/2022 is properly presented, complete and accurate;
2. The expenditure was used for its intended purpose as defined in Annex I of the Agreement.
3. The control systems put in place give the necessary assurances that the underlying transactions were managed in accordance with the provision of this Agreement.
4. The Organisation performed the activities in compliance with the obligations laid down in the Agreement and applying the accounting, internal control, audit systems, and procedures for grants and procurement, including a review procedure, referred to in Article 2.5 and 2.6 of the General Conditions and which have been positively assessed in the ex-ante pillars assessment.

Furthermore, I confirm that I am not aware of any undisclosed matter which could harm the interests of the European Union.

UN Women
Daily News Building, 220 E. 42nd St
New York, New York 10017
USA

A handwritten signature in black ink, appearing to read 'Moez Doraid', written over a horizontal line.

Moez Doraid
Director
Division of Management and Administration

List of IMDA, PAGODA and Contribution Agreements for projects managed by MPTF:

Under overarching Spotlight Delegation Agreement CRIS//2017/392-573:

1. Safe and Fair: Realizing women migrant workers' rights and opportunities in the ASEAN region (EU-UN Spotlight Initiative)
2. EU Spotlight Afghanistan
3. EU Spotlight Africa Regional Programme
4. EU Spotlight LA – Argentina
5. EU Spotlight Caribbean Regional Programme
6. Spotlight Initiative Country Programme in Ecuador
7. EU Spotlight LA – El Salvador
8. EU Spotlight Caribbean Grenada
9. EU Spotlight Caribbean Guyana
10. EU Spotlight Caribbean Haiti
11. Spotlight Initiative Global Platform
12. EU Spotlight Honduras
13. EU Spotlight Caribbean Jamaica
14. Spotlight Initiative Regional Programme - Central Asia: Alliances for Change – Ending Sexual and Gender-Based Violence and Harmful Practice in Central Asia (Kazakhstan)
15. EU Spotlight Kyrgyzstan
16. EU Spotlight LAC – Regional Programme
17. EU Spotlight WCA – Liberia
18. EU Spotlight Malawi
19. EU Spotlight WCA – Mali
20. EU Spotlight Mexico
21. EU Spotlight Mozambique
22. EU Spotlight WCA – Niger
23. EU Spotlight WCA – Nigeria
24. EU Spotlight Initiative – Pacific Regional Programme
25. EU Spotlight Pacific Papua New Guinea
26. EU Spotlight Initiative – Samoa
27. Spotlight Initiative in Tajikistan – A Joint EU-UN Initiative to Eliminate Violence Against Women and Girls
28. Spotlight Initiative Technical Unit_Secretariat
29. EU Spotlight Pacific Timor-Leste
30. EU Spotlight Caribbean Trinidad and Tobago
31. EU-UN Spotlight Initiative for Ending VAWG, HP and Promotion of SRHR (Uganda)
32. UNTF Spotlight Initiative AFRICA 2019
33. UNTF Spotlight Initiative LAC 2019-2022
34. Women's Peace and Humanitarian Fund (WPHF) grant-giving to civil society organizations under the Spotlight Initiative
35. EU Spotlight ESA - Zimbabwe

Other MPTF-managed programme:

36. EU for Gender Equality - Implementation of the EU Gender Equality acquis (Albania) - IPA 2020/420-694
37. Regional Project on Peace and Security in the Great Lakes Region - FED/2018/395627



Annex VII

Management Declaration

I, the undersigned, Moez Doraid, in my capacity as Director, Division of Management and Administration, confirm that in relation to the list of agreements – attached, (the “agreement”), based on my own judgement and on the information at my disposal, including, inter alia, the results of the audits and controls carried out, that:

1. The information submitted under Article 3 General Conditions of the Agreement for the financial period 01/01/2022 to 31/12/2022 is properly presented, complete and accurate;
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4. The Organisation performed the activities in compliance with the obligations laid down in the Agreement and applying the accounting, internal control, audit systems, and procedures for grants and procurement, including a review procedure, referred to in Article 2.5 and 2.6 of the General Conditions and which have been positively assessed in the ex-ante pillars assessment.

Furthermore, I confirm that I am not aware of any undisclosed matter which could harm the interests of the European Union.

UN Women
Daily News Building, 220 E. 42nd St
New York, New York 10017
USA



Moez Doraid
Director
Division of Management and Administration

List of IMDA and PAGODA and Contribution Agreements for projects managed by UN Women:

1. Advancing Women's Participation in the Syrian Political Process - ICSP/2020/417-510
2. Amélioration des conditions de détention des détenues des prisons de Cabaret, Les Cayes et Cap-Haïtien à travers la mise en œuvre de la Directive Genre de la Direction de l'Administration Penitentiaires - EIDHR/2019/412-501
3. Appui à l'intégration du genre dans la production et l'analyse de statistiques sensibles au genre (Morocco) - ENI/2020/416-795
4. Connecting Women, Defending Rights - Women Human Rights Defenders (Brazil) - EIDHR/2019/409-223
5. Ending Violence Against Women & Girls and Advancing Women's Leadership in Zanzibar & Tanzania Mainland - NDICI/2022/434-952
6. Ending violence against women and girls in Georgia (EVAWGG) - ENI/2020/418-070
7. Ending violence against women in the Western Balkans and Turkey, Phase II - IPA/2019/413-716 and IPA/2020/420-117
8. EU-UN Support to the States in Central Asia for their citizens returned from conflict zones, primarily Syria and Iraq - Component 1 - ICSP/2021/424-345
9. EU4Gender Equality: Together against gender stereotypes and gender-based violence - ENI/2019/412-563
10. EU Gender Equality Facility (Bosnia and Herzegovina) - 2020/418-008
11. Financer l'Egalite : renforcement de la BSG au Maroc - ENI/2020/405-186
12. Implementing Gender Responsive Planning and Budgeting in Turkey - TR2016/RL/05/A2-01/001
13. Mesa de género de la cooperación internacional en Uruguay (MEGECI) - CSO-LA/2021/429-797
14. Pacific Partnership to End Violence against Women – PPEVAWG - FED/2018/397-508
15. Preventing Violent Extremism: Integrating a Gender Perspective - ICSP/2018/402-266
16. Projet mise en oeuvre de l'objectif spécifique 1 du programme "Unis pour l'egalite de genre" - CRIS NDICI AFRICA/2022/437-434
17. Promoting Economic Empowerment of Women at Work in Asia – WeEmpower Asia - PI/2019/404-960
18. Promoting the Rule of Law in Palestine - ENI/2019/409-495
19. Promoting Women Peace and Security (WPS) with military actors in transition countries in Africa - ICSP/2021/429-654
20. Resilience and Empowerment of Vulnerable Women: The Future of Jordan's Growth and Stability (EUTF Madad Phase 2) - TF-MADAD/2021/T04.249
21. Strengthened Gender Action in Cahul and Ungheni districts 2019/413-989 (Moldova) - ENI 2019/413-989
22. Strengthening civil society capacities and multi-stakeholder partnerships to advance women's rights and gender equality in Turkey - IPA/2020/420-550
23. Support to Priority Actions for Gender Equality in Serbia II - 2020/420-725
24. Women's Empowerment and Financial and Economic Inclusion in Rural Egypt: COVID-19 Response - ENI/2020/418-226

List of IMDA and PAGODA and Contribution Agreements for projects managed by other UN organizations:

1. EU Support to the East of Ukraine - Recovery, Peacebuilding and Governance - ENI/2018/398-605 (UNDP)
2. Promoting Rule of Law and Enhancing the Criminal Justice System in Khyber Pakhtunkhwa including Newly Merged Districts and Balochistan - ACA/2020/421-505 (UNDP)
3. Response to COVID-19 Emergency and early recovery support (Kosovo) - 016A9F27-D68D-4339-A7A7-5E6841853603 (UNDP)
4. Strengthening Urban Preparedness and Earthquake Response in Western Region of Nepal (SUPER) - ECHO/-XA/BUD/2021/91032 (UNDP)
5. WE-RISE! Women's Empowerment for Resilience, Inclusion, Sustainability and Environment - T05-EUTF-HOA-SD-96-02 (Italian Ministry for Foreign Affairs)



Training in Insider Mediation for Disarmament, Demobilization, Repatriation, Reintegration and Resettlement

7-9 September 2022
Nairobi, Kenya

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1. Introduction

1.1. Background

In April 2021, online training on Insider Mediation for Disarmament, Demobilization, Repatriation, Reintegration and Resettlement (DDR/RR) provided a key window of opportunity for insider mediators from the Great Lakes Region to strengthen their capacities to contribute to sustainable DDR/RR processes.

Building on that online training, a second iteration of the training was held from 7-9 September in Nairobi, Kenya by UNDP in cooperation with the International Conference on the Great Lakes Region (ICGLR) and Clingendael Academy with funding from the European Union. The three-day in-person training aimed to deepen knowledge of insider mediation for DDR/RR through in-person exchanges and cross-learning. Further, the training also complemented ICGLR's efforts through its Peace and Security programme to strengthen the capacities of regional insider mediators enhancing their competencies to contribute to DDR/RR processes in the Great Lakes Region (GLR).

1.2. Training Objectives

The main objective of the training was to provide capacity and learning development with gender considerations to key regional mechanisms on Mediation/Insider Mediation applied to DDR/RR. In order to meet this objective, the training focused on the following specific objectives:

- i. Strengthen the capacity of existing regional mechanisms within ICGLR Member States and their capacity to fulfil their mandates with a focus on Mediation/Insider Mediation applied to DDR/RR;
- ii. Collect and share examples and previous experiences, consequently facilitating regional dialogue and cross-country engagement which will strengthen and support the work that is done by the different mechanisms within ICGLR Member States, and by that support their mandate
- iii. Assist the further identification of concrete activities for supporting insider mediation in the GLR in line with the Integrated Disarmament, Demobilization and Reintegration standards (IDDRS) and relevant national strategies, as this will support a comprehensive approach towards mediation using the existing regional mechanisms within the ICGLR Member States.

1.3 Participants

Participants included the ICGLR Regional Pool of Mediators, ICGLR Expanded Joint Verification Mechanism (EJVM), Regional Civil Society Organizations, Operational Cell Expert Members of the Contact and Coordination Group (CCG) and Disarmament, Demobilization, Community Recovery and Stabilization Program (P-DDCRS). The total number of training participants was 18 (11 male and 7 female) participants from the Great Lakes Region.

1.4 Resource Team

The team, which delivered sessions during the training, comprised experts from the Clingendael Academy, UNDP, ICGLR, Office of the Special Envoy for the Great Lakes, German Agency for International Cooperation (GIZ) and Regional Peacebuilders.

This report is structured in three parts outlining the preparatory (pre-workshop activities), training, and post-training phases.

2. Preparatory phase (Pre-Workshop Activities)

The preparatory stage of the training involved the conceptualization of the training, selection of the participants and undertaking of a rapid capacity needs assessment.

Participants profile and selection: A call for applications (see Annex I) that outlined the selection criterion and training outcomes was published to identify training participants. After a robust selection process, 20 participants were selected, however, due to COVID-19 and visa restrictions two of the participants were unable to participate in the training and as a result, the total number of participants was 18.

i. Training Conceptualization: A concept note (see Annex II) outlining the objectives, expected outcomes, outputs and the methodological approach of the training was developed. Further, the concept note also highlighted sustainability and follow-up steps after the training.

ii. Rapid capacity needs assessment: In an effort to align the training with the needs of the participants and existing gaps that needed to be addressed, a rapid capacity needs assessment was conducted. An analysis of the responses provided a basis to tailor and further refine the training content to better adapt and suit the needs of the participants.

iii. Technical coordination meetings: Ahead of the training, several preparatory meetings were held to continuously review and adapt the development of the training content as well as ensure better coordination of training activities.

3. Proceedings of the Training

3.1. DAY 1 – 7 September 2022

Opening Session

The first day of the training began with setting the scene and context of the training, as ICGLR Director for Peace and Security made brief remarks during the opening session acknowledging the preparations made for the training and appreciation to the European Union for funding the project. Further, the Director emphasized that the training resulted from the concerted collaboration between UNDP and ICGLR to organize the previous virtual training and then provided an opportunity to facilitate exchanges among participants through the in-person training. To conclude, the Director noted that ICGLR as an institution was well placed to support the process of Insider Mediation in the Great Lakes region.



Following this, a representative from the Clingendael Academy welcomed and thanked participants and thereafter, provided an overview of the Clingendael Academy and its purpose. The representative pointed to the fact that the training was an opportunity for the institution to share knowledge on negotiation, mediation and conflict resolution tools and that the training was an important platform for participants.



The UNDP Resilience Hub for Africa Manager welcomed and acknowledged the continuous support and excellent partnership with ICGLR as a key stakeholder, the European Union as the donor and the Clingendael Academy for facilitation of the training. Additionally, the efforts of the Office of the Special Envoy for the Great Lakes, GIZ, UNDP Country Offices, UNDP RCSA and UNDP Crisis Bureau-Recovery Solutions and Human Mobility Team were commended for the support rendered towards the development of the training. Reflecting on the training and the current situation in the Great Lakes region, the UNDP Resilience Hub for Africa Manager, noted the importance of the training to contribute to the deepening of knowledge on insider mediation for DDR/RR.



The opening session was followed by an overview of the training programme, methodology with a focus on simulations and practical cases as well as the purpose of the training. Thereafter, the participants introduced themselves and shared two key characteristics of what they considered a good mediator. The following characteristics were identified by the participants :

- Impartiality
- Discretion
- Credibility



- Active listening
- Observation
- Patience
- Observation
- Knowledge of the context
- Knowledge of the parties in conflicts

3.1.1 Overview of Mediation, Insider Mediation and Disarmament, Demobilization and Reintegration (DDR)

This session exposed participants to understanding Mediation, Insider Mediation and Disarmament, Demobilization, Repatriation, Reintegration and Resettlement (DDR/RR) processes. To start with a distinction between the processes of mediation and insider mediation was shared with participants as well as the importance of mediators. Then, the potential areas of engagement, categories and roles of insider mediators were explained. Thereafter, some of the strengths and challenges in relation to insider mediators' engagement, were outlined.

A key question raised during the discussions was whether Facilitation and Mediation were the same processes. This prompted participants to deliberate and with the guidance of the facilitator, it was clarified that facilitation, is categorized as one of the roles of an insider mediator and thus, could be part of the mediation process.

The next segment on Disarmament, Demobilization and Reintegration (DDR) focused on understanding the concept and its importance, challenges, and key lessons. The importance of insider mediation to the DDR process was underpinned. Next, the components of the DDR process namely, Disarmament, Demobilization, and Reintegration were defined with an explanation of how DDR processes are mainstreamed in long-term support services. Then, the challenges and key lessons of the implementation of DDR were discussed. To conclude the presentation, key success factors for DDR processes such as timing, commitment, engagement, access to justice and psychosocial and economic measures were highlighted.



The next segment on Disarmament, Demobilization and Reintegration (DDR) focused on understanding the concept and its importance, challenges, and key lessons. The importance of insider mediation to the DDR process was underpinned.

Next, the components of the DDR process namely, Disarmament, Demobilization, and Reintegration were defined with an explanation of how DDR processes are mainstreamed in long-term support services. Then, the challenges and key lessons of the implementation of DDR were discussed. To conclude the presentation, key success factors for DDR processes such as timing, commitment, engagement, access to justice and psychosocial and economic measures were highlighted.

3.1.2 The Big Canvas-Consensus Building Role Play

In this session, participants had a consensus-building role play exercise that introduced them to the 7 phases of a negotiation process, dealing with sensitivities during negotiation, and understanding mandates, rules, procedures behavioural aspects and group dynamics. Through this exercise, the onion model which is based on a conceptual model to describe relationships hierarchically was utilized to illustrate how to consider position, interests and needs in the mediation process.

Reflections from the participants pointed to the realities on the ground and how in a negotiation process, the 7 phases are unlikely to be applied sequentially and as mediators, it is key to develop a unification strategy given the existence of factions at the grassroots levels. Regarding interest and needs in negotiations, it was noted that mediators must consider the various levels of interest and needs and identify creative solutions to meet these in the negotiation process.



3.1.3 Distributive and Integrative Negotiation

The session on Distributive and Integrative negotiation focused particularly on the processes in bilateral contexts; Distributive (win/lose) and Integrative (win/win) and the key elements that are related to both forms of negotiation. To start with, an overview of the “triangle of situational negotiation” and its key elements (process, behavior and content) was shared with participants. During the session, participants then engaged in a simulation group exercise to act in their capacity as insider mediators to validate and enhance their understanding of the processes.

3.2 DAY 2 – 8 September 2022

Day 2 started with a recap of the previous day and prompted participants to reflect on what they had learned. Following this, the training sessions focused on conflict handling. This session explored the difference between mediation and conciliation; communication and dialogue. Participants were briefed about how to control emotions during a negotiation and the ability to put people in their strategy so that they can get what they want. The strategies that can be used to move parties from position to interest were explained.

One of the issues highlighted was accusations related to impartiality and credibility and how to deal with that. The importance of a changed mindset and identification of multiple interests and values was explained as a key idea of mediation and a characteristic of a good mediator. One of the major risks in negotiation is that you negotiate several things at once and get nowhere, thus, it is

3.2.1 Reflections on Insider Mediation

As a follow-up to the previous session on Mediation and Insider Mediation, this session explored the principles of Mediation including impartiality, guidance and voluntariness as core to the credibility of the mediation process. In line with this, the different types of mediation were discussed and thereafter, the difference between mediation, negotiation and dialogue, as well as the preparation process for insider mediation. Against this, the participants then engaged in a simulation exercise to help understand what insider mediators do and how to prepare for insider mediation. It was underscored that though insider mediation can constitute various roles such as identifying entry points, advocacy or consensus building, insider mediation can also be perceived as a way of thinking, for instance in the programming of Non-governmental Organizations or Intergovernmental Organizations and the engagements of communities and armed groups. Concerning the DDR process, it was noted that insider mediation is useful alongside dialogue and negotiation with armed groups, government actors, security forces, ex-combatants, host communities, and others.



3.2.2 Negotiation, Mediation, Community-Based Reintegration and DDR/RR

This session focused on Negotiation, Mediation and DDR/RR in South Sudan and Community-Based Reintegration (CBR) and DDR/RR in the Democratic Republic of Congo (DRC) respectively. To start with, the presentation outlined the different stages of the mediation process in the South Sudanese conflict

emphasising the challenges, and attitudes of stakeholders, as well as the tools/approaches, applied. The presenter highlighted that in some instances, mediation can lead to an agreement to implement a DDR/RR process however, this was not the case in South Sudan. Further, it was noted that it is important to be cognizant of the fact that DDR/RR may raise not only programmatic issues but also negotiations surrounding DDR initiatives when under-prioritized or not properly conceptualized and may lead to destabilization.

On CBR, participants learned from the experience of the DRC, with examples from CBR projects; CRC Beni, APC Bukavu, FOCHI Uvira, RESOLVE Rutshuru and War Child Masisi where insider mediation was applied in the context of DDR/RR. Additionally, some of the challenges that have marked CBR were also shared. The 10 elements that constitute CBR: Decision-making and ownership; Security of ex-combatants; Community preparation for the return of ex-combatants; Community acceptance; Justice/Transitional Justice; Consideration of self-demobilization Community support and livelihoods; psycho-social needs; Gender considerations; Monitoring and evaluation and Relationship with other CBR supporters were highlighted. Lastly, recommendations to ensure the effectiveness of the CBR process were explained.



3.2.3 Experience Sharing

The last segment of the day was dedicated to experience sharing and cross-learning amongst the participants on Negotiation, Mediation and DDR/RR in the Great Lakes Region.

- **DRC:** the presenter shared the experience of mediation and DDR in North Kivu province in the DRC where more than 40,000 have been demobilized and 300,000 reintegrated. Further, good practices to improve DDR processes, and key lessons learned were shared. Worth noting, the presenter shared the inappropriate means that had been made available to the demobilised. The demobilised persons considered that they had no use for them and that they did not meet their real needs.
- **Rwanda:** The presenter discussed the reintegration process in the context of the Rwanda Demobilization and Reintegration Program (RDRP). This consisted of the phases of the program including the key determinants that have ensured the success of the program including political will, management information systems such as a database and monitoring and evaluation of the status of RDRP activities.
- **Central African Republic (CAR):** The presenter shared their mediation experience (role and involvement) in the process during the country's conflict and instability in 2013. The key principles and sensitivities that mediators must consider during the process, particularly within a conflict context were pointed out.



3.3 DAY 3 – 9 September 2022

3.3.1 Simulation Exercise

The third and final day of training began with a simulation exercise that required participants to practice their preparedness and responses in a humanitarian context, where four parties engaged with an insider mediator. Debriefing on the simulation exercise, the trainer discussed some of the mistakes mediators make and shared some useful methods to handle complex negotiations and issues requiring technical responses. Moreover, the challenges that arise during negotiations were also discussed including power imbalances such as when the central government and army are present in the decision making process, and remedial steps for these challenges were shared with participants.



3.3.2 Insider Mediation for DDR and engaging with Armed Groups

The Coordinator of the Operational Cell of the Contact and Coordination Group during the presentation went through the principles of engagement, target groups, steps in the process of engagement with foreign armed groups, challenges and next steps. Of importance was the engagement strategy of the Operational Cell which is focused on direct or primary target groups. The four phases of the Operational Cell engagement strategy including were possible inclusion of the insider mediators were outlined as follows:

- Preparatory phase (analysis, planning, prioritization, action): In this phase, Insider Mediators contribute through conflict analysis, mapping of armed groups and relevant actors at the local level, assessment and prioritization of groups to be engaged, and identification and establishment of communication channels
- Contact and persuasion phase: During this phase, the role of the Insider Mediators includes: Improving public understanding of the work and mandate of the Task Team, undertaking regular sensitisation campaigns at the provincial and community level, developing and disseminating key messages tailored to leaders and members of targeted armed groups and their dependents. Additionally, engaging local leaders and community members through a participatory approach to gain their full support for effective collaboration



- Operations/operationalization: The operations phase consists of ensuring measures for the safe and effective storage of weapons and ammunition, establishing safe transitional assembly sites for ex-combatants awaiting repatriation and providing support for the extraction and repatriation of ex-combatants
- Post repatriation follow-up: During this phase, the Insiders Mediators can intervene notably through regular monitoring of the reintegration of repatriated ex-combatants, including through field visits and regular interviews

3.3.3 Lessons learned for daily practice and the work of Insider Mediators on DDR/RR

This session prompted participants to reflect on the lessons learned throughout the training and how to apply this to their various contexts. In so doing, participants developed an action plan based on what they had identified as a valuable lesson from the training applicable in their context, some of the participants expressed the following:

- The knowledge gained will be combined and applied to other peacebuilding efforts moving forward
- During the training, I appreciated the presentation shared on the Operational Cell engagement strategy. It has given me the confidence to better understand how the communities and we can be involved in these processes
- I have learned that there is Mediation and insider mediation, additionally that mediation is a process, and it is in phases. This knowledge is pertinent to engage effectively during mediation processes
- My suggestion for those who organized this training is to see how they can work to prepare an operational plan and ensure that such a training would benefit people in the technical programmes as well so that they can have similar training
- I am happy to have participated in this training that relates to the work we undertake on the ground. I have learned that in a conflict setting, the mediator needs to act in a certain way to enable him to attain the desired result, deal with deadlocks, and achieve objectives
- The training is beneficial for members of the Operational Cell of the Contact and Coordination Group, given that we soon will be commencing our assignment in Goma and the knowledge gained through this training will better equip us for the work on the ground

On considerations going forward, some of the participants noted that:

- We have exchanged contacts, and we hope that UNDP would continue to organize similar trainings to increase our Insider mediation capacities
- We can share information through webinars and presentations from experts. Additionally, the creation of a teams space that would provide a platform to share knowledge, and exchange documents
- Monthly meetings that also provide an opportunity to share community updates on ongoing work

3.3.4 Action Plan

The following proposals were made by participants as concrete proposals to move forward:

- Capacity building of women and youth insider mediators in the Great Lakes
- Capacity building on the early warning and response systems
- Establishment of an early warning and rapid response system in the Great Lakes Region
- Support early warning system through information gathering and sharing
- Organize missions to share experiences and lessons learned on implementation
- Design and implementation of a study on challenges of integration in the Great Lakes region
- Meeting with representatives of the PDDCRS (in DRC) on the new insider mediation approaches
- Establishment of a community of practice (CoP) for Insider Mediation for DDR/RR in the Great Lakes region

The table below illustrates the programming of these activities in a time frame as the clear and relevant actions that could be implemented by the participants in a six months period:

Key activities identified by the participants	Timeline (Months)						Stakeholders	Resources requirements
	M1	M2	M3	M4	M5	M6		
1. Organize restitution sessions within our organizations	■						Peers members/colleagues	
2. Capacity building of women and youth insider mediators in the Great Lakes.			■					Financial and material
3. Capacity building on the early warning and response systems				■			ICGLR	Financial and material
4. Establishment of an early warning and rapid response system in the GL Region							ICGLR	Financial
5. Support early warning system through information gathering and sharing	■	■	■	■	■	■	ICGLR GCC UNDP	Financial
6. Mission to share experiences and lessons learned on implementation						■	UNDP ICGLR	Financial and material
7. Design and implementation of a study on challenges of integration in the Great Lakes region			■	■	■	■	UNDP	Financial
8. Meeting with representatives of the PDDCRS (in DRC) on the new IM approaches.	■						UNDP ICGLR	Financial
9. Establishment of a community of practice (CoP) for Insider mediation for DDR/RR in the Great lakes region	■	■					UNDP ICGLR	Financial and human

3.3.5 Future engagement and collaboration between the Insider mediators and the ICGLR

ICGLR intends to set up a Situation Room which, to be fully operational, requires information to be fed into it. The ICGLR's vision for the Situation Room is to have a mechanism that provides real-time data to anticipate incidents and violence at the community level, notably through alerts or reports. In this respect, insider mediators on the ground would be essential to the collection and sharing of information, incidents and threats.

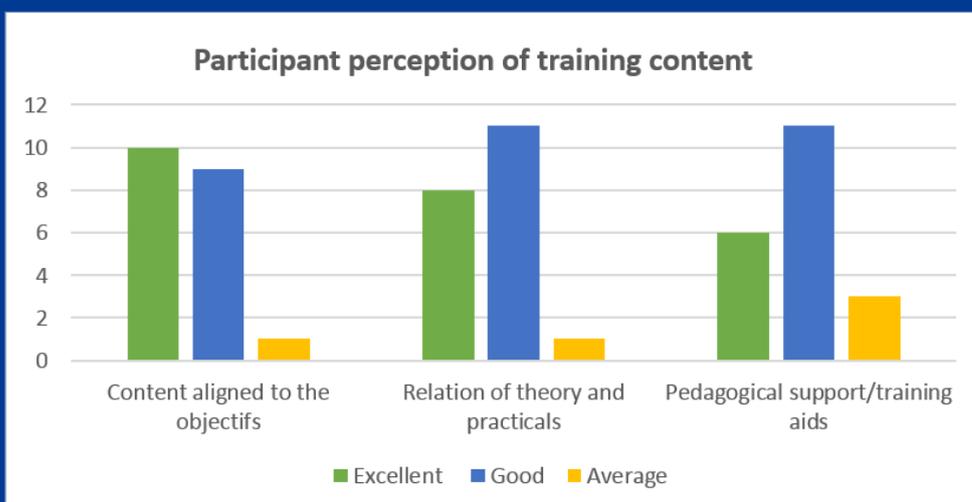
3.3.6 Closing Ceremony

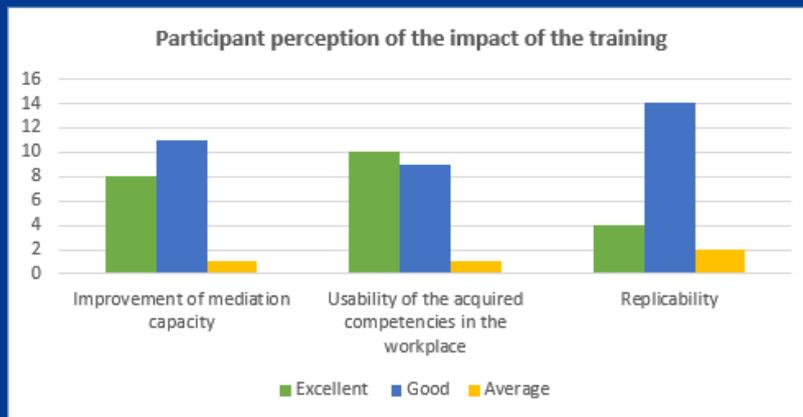
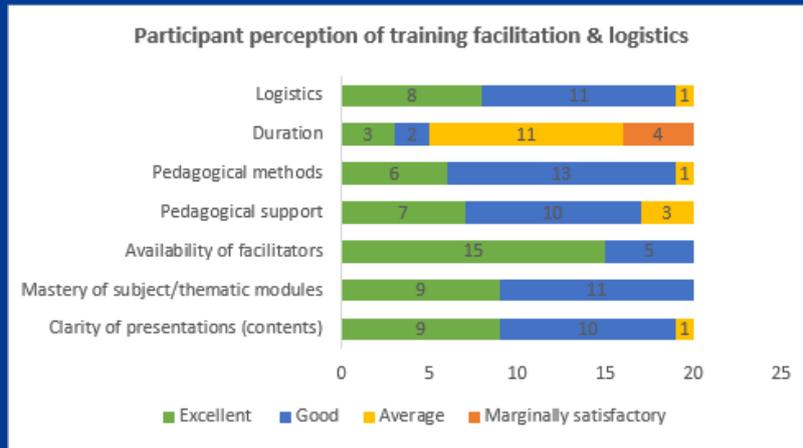
On the last day of the training, a representative from the UNDP Resilience Hub for Africa gave the closing remarks and a vote of thanks, congratulating the participants for the successful completion of the training and urging them to apply the knowledge acquired to strengthen their mediation engagement on the ground. Thereafter, the ICGLR Director for Peace and Security alongside representatives from UNDP Resilience Hub for Africa and the Clingendael Academy presented participants with certificates.



3.4 Evaluation of the Workshop

At the end of the training, feedback from participants was collected regarding the training content, the trainers and other various aspects. All participants provided feedback by using the form that had a rating scale which comprised four indicators (Excellent, Good, Average, and Unsatisfactory). Feedback from the survey indicated that the content and exercises were very useful, and participants understood the theoretical and practical application of DDR in their various contexts as well as its significance. The survey also noted that the training materials and presentations were concise and easy to comprehend, the allocated time was properly managed and overall, the training was well received.





4. Conclusion and recommendation

Conclusion

The Insider Mediation for Disarmament, Demobilization, and Reintegration training primarily focused on strengthening the capacities of regional mediators in DDR/RR processes in the Great Lakes region. This training contributes to the implementation of the United Nations (UN) Strategy for Peace Consolidation, Conflict Prevention, and Conflict Resolution in the Great Lakes Region, particularly pillars I: Peace, security, and justice, and II: Sustainable development and shared prosperity. These immediate achievements of the training were enriched by an action plan with key activities identified by the participants to be implemented within their various contexts. Further, the participants expressed commitment and willingness to be part of the Community of Practice for insider mediation for DDR/RR in the Great Lakes region.

Overall recommendations

1. It was strongly recommended that similar trainings be conducted throughout the Great Lakes region and for organizations to support the replication of these trainings
2. Biannual follow-up with participants on the progress of the Action Plans developed
3. Support the operationalization of the ICGLR's Situation Room
4. Development of an online platform that will enable information sharing
5. Extend the membership of the community of practice to experts to facilitate webinars on various focus areas.

5. Annexes

Annex A: Call for Applications

Call for applications for 3-day In-Person Training Course on

Insider Mediation for DDR/RR

Nairobi, Kenya

7-9 September 2022

UNDP in cooperation with the International Conference for the Great Lakes Region (ICGLR) and with funding from the European Union (EU) will be hosting an in-person training course on Insider Mediation for Disarmament, Demobilization, Repatriation, Reintegration, and Resettlement (DDR/RR) from 7-9 September 2022 in Nairobi Kenya. Through this Call for Applications, we invite candidates for this course and provide information on the application procedure and further details.

Training Course for Insider Mediator for DDR/RR | 7-9 September 2022

This training course is a second iteration that builds on an initial course held virtually in 2021. It will deepen knowledge of insider mediation for DDR/RR through in-person exchanges and cross learning. This training complements the ICGLR's efforts to strengthen the capacities of regional insider mediators enhancing their competencies to contribute to DDR/RR processes in the Great Lakes Region.

Training content

The course starts with the theoretical foundations of mediation / negotiation and DDR. It then looks into how mediation/negotiation techniques support insider mediation. Finally, it focuses on how insider mediation can be leveraged for engagement with armed groups and conflict-affected communities, with a view to improving stability, supporting transitions into civilian life and achieving sustainable reintegration. Learning methods will also include simulation and group exercises.

After taking the course, participants should be able to:

- Describe basic DDR objectives, processes and programmes and explain how these contribute to sustainable peace and development;
- Explain the concepts of mediation and insider mediation by demonstrating the skills and techniques used by mediators to bring people into negotiations and use negotiations more effectively; Clarify linkages between insider mediation and DDR/RR, including community-based reintegration; Apply and/or support insider mediators' techniques to engage with armed groups' leaders and members or community leaders to create space for exits-return to mainstream society;
- Assess the potential risks when undertaking insider mediator work with armed groups and decide whether engagement is feasible and/or which mitigation measures to adopt.

Target group

This upcoming training course is open to 20 participants with basic mediation and/or DDR knowledge with a view to further strengthening competencies to apply and/or support insider mediation for DDR/RR in their own respective countries. The selection criteria to be eligible for the course includes the following:

- Originating from and residing permanently in the Great Lakes Region (Burundi, Democratic Republic of Congo, Rwanda, Uganda);
- Being part of the EJVM team, ICGLR Pool of Mediators or Civil Society Forum/Great Lakes CSO Network for Reintegration;
- Youth and women groups part of the Forum and Network are particularly encouraged to apply for the training;
- Actively involved in on-the-groundwork for the attainment of peace and security in the Great Lakes Region;
- Good working knowledge of English or French is a necessity;
- Full availability on 7,8 and 9 September to travel to Nairobi and attend the course in person (full days);
- Committed to fully and actively participating throughout the whole course and applying the learning beyond the training.

The final selection of participants will be based upon the above-mentioned criteria.

Application procedure

Participants can apply to this course through the following links below by latest by 15 August 2022

[French Version](#)

[English Version](#)

Finance and Logistics

The training course will take place in Nairobi, Kenya and the precise venue will be communicated timely. The following course-related costs will be covered:

- Airfare;
- Full-board accommodation (breakfast, lunch with conference package including tea and coffee breaks, dinner will be provided);
- Participants visa fee, terminal expenses and incidentals.

Costs related to domestic travel costs to the airport in the participants' country are to be catered for by the participant.

Course Language

Simultaneous interpretation will be provided for both French and English throughout the course.

Contact Details

In case of any further questions about the training courses mentioned above, please contact Pezu Mukwakwa pezu.c.mukwakwa@undp.org

Annex B: Concept Note

Towards the Effective Implementation of the ICGLR Network of Regional Mediators for Disarmament, Demobilization, Repatriation, Resettlement and Reintegration

Reinforcing capacities in the Great Lakes region for Insider Mediation, with a focus on Disarmament, Demobilization and Reintegration

7-9 September, 2022- Nairobi, Kenya

DRAFT Concept Note

1. Background

Armed groups operating in the Democratic Republic of Congo (DRC) constitute a source of instability to the entire Great Lakes region. Their large numbers, fragmentation and in some cases regional dimensions and cross-border influence, especially with Rwanda, Uganda and Burundi, challenge stabilization efforts. This situation calls for exploring regional opportunities and strategies for the implementation of locally embedded and non-military initiatives, led by communities and leaders themselves, aiming to facilitate exits from armed groups and sustainable reintegration into communities. These initiatives include use of insider mediators to achieve local solutions that also lead to natural resources management (NRM) and sustainable reintegration into communities. Ultimately, these initiatives will contribute to supporting the establishment of a regional mediation framework to strengthen the International Conference on the Great Lakes Region (ICGLR), specifically its capacity for the implementation of the Pact on Security, Stability and Development in the Great Lakes region.

Considering this complex context and building on the existing European Union (EU) and UN Development Program (UNDP) guidance on insider mediation, UNDP is currently implementing a regional project funded by the European Union to strengthen capacities of existing regional mechanisms within the ICGLR Member States with expertise on insider mediation applied to Disarmament, Demobilization, Repatriation, Resettlement and Reintegration (DDR/RR). This initiative contributes to the implementation of pillars I: Peace, security and justice, and II: Sustainable development and shared prosperity of the United Nations (UN) Strategy for Peace Consolidation, Conflict Prevention and Conflict Resolution in the Great Lakes Region.

For the success and sustainability of such initiatives, capacities of existing regional mechanisms need to be further strengthened, such as the ICGLR pool of mediators, the Expanded Joint Verification Mechanism (EJVM) and the Contact Coordination Group (CCG). By strengthening them and identifying strategies for insider mediation at local level, communities will be further capacitated to play a central role in finding local solutions to address armed groups through civil society actors, national NGOs, women's groups, religious leaders, traditional leaders and opinion leaders.

As part of the implementation of this project, a Strategic Planning Workshop in September 2019, brought together in Nairobi approximately 40 participants who assessed the role that insider mediation can play in supporting DDR/RR programmes and the management of conflicts linked to natural resources in Rwanda, Uganda and the Democratic Republic of Congo (DRC). The workshop's results included: sharing of previous similar experiences from existing regional and local mechanisms, articulation of a tentative implementation roadmap, identification of three potential pilot interventions and the creation of the project's Reference Group. Participants also identified potential initiatives to support the work of insider mediators in these areas, such as trainings, peer-to-peer exchanges, sharing of material and resource mobilization. Members of the Reference Group agreed to contribute to these efforts.

Furthermore, during consultations in December 2019, experts from Burundi, DRC, Rwanda, Uganda and the members of ICGLR underscored the importance and need for capacity building and training on DDR, based on the United Nations Integrated DDR Standards (IDDRS), including a tailored training for countries of the Great Lakes region and the members of ICGLR to be held in 2020 by the United Nations in partnership with the African Union (AU) and the Integrated DDR Training Group (IDDRTG).

As a result, these regional trainings will build capacities in the Great Lakes region on Mediation/Insider Mediation, the UN integrated disarmament, demobilization and reintegration standards (IDDRS) and on the AU Operational Guidance Notes (OGNs). It will be led by the UNDP Resilience Hub for Africa in partnership with the ICGLR, and Clingendael Academy.

The training will be held in collaboration with the Clingendael Peace Negotiations Programme of the Clingendael Academy. The Clingendael Academy has a track-record in training insider mediators in negotiation and (insider) mediation skills, tools and concepts through interactive training sessions.

2. Objectives and Follow-up

This training course is a second iteration that builds on an initial course held virtually in April 2021. The course aims to deepen knowledge of insider mediation for DDR/RR through in-person exchanges and cross-learning. This training complements the ICGLR's efforts to strengthen the capacities of regional insider mediators enhancing their competencies to contribute to DDR/RR processes in the Great Lakes Region. It will focus on the development of skills. Skills like active listening, bargaining, analyzing, learning how to formulate proposals in a discussion, manage challenging discussions in a mediation context, how to deal with emotions and tensions, arriving at agreements, how to prepare for these kind of meetings and so on.

These regional training provide capacity and learning development for a maximum of 20 participants with gender considerations taken into account from key regional mechanisms on Mediation/Insider Mediation applied to DDR/RR and NRM.

Furthermore, the training will:

- Strengthen the capacity of existing regional mechanism within ICGLR Member States and their capacity to fulfil their mandates with a focus on Mediation/Insider Mediation applied to DDR/RR;

- Collect and share examples and previous experiences, consequently facilitating regional dialogue and cross-country engagement which will strengthen and support the work that is done by the different mechanisms within ICGLR Member States, and by that support their mandate

- Assist the further identification of concrete activities for supporting insider mediation in the GLR in line with the IDDRS and relevant national strategies, as this will support in a comprehensive approach towards mediation using the existing regional mechanisms within ICGLR Member States.

3. Expected results

- Participants (Insider mediators), upon completion of the training, take appropriate steps to engage local actors including civil society in DDR/RR processes in their target countries or localities;

- Existing community mediation and dialogue mechanisms contribute effectively to addressing DDR/RR and community conflict challenges in target areas;

- Participants' DDR/RR mediation capacities are strengthened, and they work closely together to improve internal mediation and DDR processes at the community level, including conflict prevention/management in the target areas/countries;

- Participants commit to pooling their efforts and sharing their respective experiences related to their internal mediation actions through the existing community of practice.

4. Outputs and deliverables

The overall training process will be consolidated into a comprehensive report which will include all the 3 stages of the training process (preparation, delivery, evaluation). The anticipated deliverables are listed below:

Pre and post training capacity and learning needs assessment;

Methodology and summary of content;

Brief summary of discussions (i.e. examples and previous experiences);

Participants' evaluation and feedback;

Action plan that outlines immediate and future actions to be undertaken by beneficiaries (regional mediators) with a clear timeline.

5. Learning Methodology and participants

The 3-days regional training will take place in Nairobi, Kenya from September 7 –9 September, 2022 and will be held in face-to-face sessions. The training language will be English and French. It will be structured through plenary and working group sessions, for interactive activities. Throughout the training, emphasis will be placed on ensuring that participants engage in experience sharing.

The session will convene a maximum of 20 participants from the ICGLR pool of mediators, the EJVM and the CCG with a balanced representation from the ICGLR Member States and a focus on women and youth participation and the geographical provenance from areas pre-identified for pilot interventions.

The training starts with the fundamentals of negotiations that insider mediators need to understand, followed later in the programme with more in-depth understanding on how insider mediation works. During the programme we discuss negotiation and mediation theory, strategies for guiding effective negotiations and -through simulations- let the participants experience the dynamics in negotiation and insider mediation from the perspective of one of the invested parties. The course will include the following elements:

- Interactive lectures;
- Group assignments and discussions, including reflection in groups on lessons learned;
- Bilateral negotiation and mediation simulations;
- Mediation simulations in delegations in preparation of a dialogue;
- International case studies;
- Individual negotiation and mediation profile and self-assessments.

6. Sustainability/Follow up

Follow-up to this training will be necessary to achieve the broader programme's expected results, through post-training evaluations to establish an understanding of the concrete application of the training and effectiveness of the regional networks to strengthen ICGLR's work on mediation., Additionally, continuous engagement through the regional network will be important to ensure the sustainability and relevance of the necessary expertise required within the region.

Training on Insider Mediation for DDR/RR

Wednesday 07– Friday 09 September, Nairobi, Kenya, 2022

09:00- 17:00

Introduction

This training was designed by the Clingendael Academy in collaboration with the UNDP in support of strengthening the capacities of ICGLR regional mediators in DDR/RR within the context of the EU-funded UN in Support of Peace and Security in the Great Lakes Region project. This training will deepen knowledge on negotiation and mediation – insider mediation in particular – for DDR/RR. This will be done through in-person exchanges and cross learning, building on the lessons learned from the first virtual training held in 2021.

During the training, participants will be exposed in detail to the use of Insider Mediation for DDR/RR, exchanging experiences and sharing lessons learned from these areas of work relevant for the regional, national and local contexts. Ahead of the training, all participants are expected to familiarize themselves with the materials shared on mediation/negotiation and DDR thematic areas and any latest developments.

Learning methodology

The training, with French/English interpretation, starts with the fundamentals of negotiations that mediators need to understand, followed later in the programme with more in-depth understanding on how mediation works, and in particular insider mediation.. During the programme we discuss negotiation and mediation theory, strategies for guiding effective negotiations and -through simulations- let the participants experience the dynamics in negotiation and mediation from the perspective of one of the invested parties. The course will include the following elements:

- Interactive lectures;
- Group assignments and discussions, including reflection in groups on lessons learned;
- Bilateral negotiation and mediation simulations;
- Mediation simulations in delegations in preparation of a dialogue;
- International case studies;
- Individual negotiation and mediation profile and self-assessments.

Evaluation measures: During the start of the training a questionnaire will be handed out to the participants to measure their knowledge confidence and experience in mediation and its related tools

and concepts as well as on DRR/RR and role of insider mediation in that regards. At the end of the training a similar questionnaire is circulated to measure the progress.

Equipment: For the training a projector and two flip-charts with paper and markers are required, a whiteboard if available, and pens and notebooks for the participants. The training venue should provide a setting where participants face each other and the trainers. Ideally, two additional smaller break-out rooms are provided to facilitate an optimum setting for simulations and bilateral group work.

Resources: A bilingual (French/English) workbook with the concepts, theories, mediation and negotiation cases and background material will be provided. Simulations will only be handed out at the start of each assignment.

Day 1: Wednesday 07 September

Time	Key Elements of Negotiation & Introduction to Mediation
8:00-9:00	Registration and Security Briefing UNDSS
09:00-10:00	Introduction to the programme & setting learning objectives <ul style="list-style-type: none"> - Welcome remarks by ICGLR, UNDP and Clingendael - Overview and explanation of the training programme, ground rules, and training purpose - Introduction round and speaking from experience: your own mediation challenge & what makes a mediator effective
10:00-10:15	<i>Short break</i>
10:15-11:15	Understanding Mediation and Insider Mediation Insider Mediation: What ? When? How? Insider Mediator Vs Outsider Mediator Mediation for DRR: Discussions on participants experience
11:15-12:15	The big canvas – consensus building role play <ul style="list-style-type: none"> - The phases in a mediation process - Dealing with sensitivities and norms during negotiation - Understanding working with mandates and constituencies - Rules, procedures, decision making criteria - Behavior, process, and group dynamics
12:15-13:15	<i>Lunch Break</i>
13:15-14:15	Debriefing the big canvas
14:15-15:30	Distributive negotiations <ul style="list-style-type: none"> - Bilateral distributive negotiation (win/lose) - Key concepts of distributive negotiations (PIN, BATNA, ZOPA, Anchoring, Entrapment, tough vs soft bargaining)
15:30-15:45	<i>Short break</i>
15:45-17:00	Integrative negotiations <ul style="list-style-type: none"> - Bilateral integrative negotiations (win/win) - Key elements of integrative negotiations (win-win), creating mutual value, package dealing

Day 2: Thursday 08 September

Time	Practical - Strategies and Preparation
09:00-09:15	Recap of Day 1 <ul style="list-style-type: none"> - Questions and comments from the group
09:15-10:15	Conflict handling modes. Strategies in handling conflict I <ul style="list-style-type: none"> - Self-Assessment - Explanation and interpretation of scores and the model
10:15-10:30	<i>Short break</i>
10:30-12:00	Self-Assessment Conflict Handling Modes. Strategies in handling conflict II <ul style="list-style-type: none"> - Exercises: behavior of the parties at the table, actor dynamics, dealing with power - Debriefing
12:00-13:00	<i>Lunch break</i>
13:00-14:00	Reflections on Insider Mediation <ul style="list-style-type: none"> - Principles of Insider Mediation - Differences between dialogue, negotiation and mediation - Types of Mediation - How to prepare for insider mediation
14:00-15:00	Case studies on insider mediation and DDR/RR in the Great Lakes Region (TBC) <i>Facilitated by Clingendael guest trainer</i>
15:00-15:15	<i>Short break</i>
15:15-16:15	Insider Mediation and Community-Based Reintegration for DDR/RR: Learning from concrete examples from real experience
16:15 – 17:30	Experience sharing on Negotiation, Mediation and DDR/RR in the Great Lakes Region and Plenary Q&A

Day 3: Friday 09 September

Time	Insider Mediation, Deadlocks & Mediation in Practice
09:00-12:00	Simulation Case Bengala <ul style="list-style-type: none"> - Preparation time and informal consultations - Short Break - Formal simulation part - Start of Debriefing
12:00-13:00	<i>Lunch break</i>
13:00-14:00	Debriefing Simulation Case Bengala
14:00-14:45	Engaging with armed groups <i>Facilitated by Coordinator of the Contact Group</i>
14:45-16:15	Lessons learned for daily practice and the work of Insider Mediators on DDR/RR <i>Group Exercise: action planning in different groups</i> <ul style="list-style-type: none"> - Review what we learned - Apply lessons learned in own context: prepare an approach to Insider Mediation for DDR/RR <p>Short break</p> Presentation Group Exercise <ul style="list-style-type: none"> - How to use the lessons of the training in own context - Take home plans
16:15-17:00	Future engagement and collaboration between the Insider mediators and the ICGRL <i>Facilitated by ICGLR</i>
17:00-17:30	Evaluation, closing Remarks& Certificates
17:30	Closing of the training



Formation à la médiation par des acteurs
internes pour le désarmement, la démobilisation,
le rapatriement, la réintégration et la
réinstallation

7-9 Septembre 2022
Nairobi, Kenya

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1. Introduction

1.1. Contexte

En avril 2021, une formation en ligne sur la médiation par des acteurs internes pour le désarmement, la démobilisation, le rapatriement, la réintégration et la réinstallation (DDR/RR) a offert aux médiateurs internes de la région des Grands Lacs une occasion unique de renforcer leurs capacités à contribuer aux processus durables de DDR/RR.

S'appuyant sur cette formation en ligne, une deuxième itération de la formation a été organisée du 7 au 9 septembre à Nairobi, au Kenya, par le PNUD en coopération avec la Conférence internationale sur la région des Grands Lacs (CIRGL) et l'Académie Clingendael, avec le financement de l'Union européenne. Cette formation de trois jours visait à approfondir les connaissances de la Médiation par des Acteurs Internes Pour Le DDR/RR à travers des échanges en personne et un apprentissage croisé. En outre, la formation a également complété les efforts de la CIRGL à travers son programme de paix et de sécurité pour renforcer les capacités des médiateurs internes régionaux en améliorant leurs compétences pour contribuer aux processus de DDR/RR dans la Région des Grands Lacs (RGL).

1.2. Objectifs de la formation

L'objectif principal de la formation était de fournir un renforcement des capacités et apprentissage en tenant compte des considérations de genre aux mécanismes régionaux clés sur la médiation/médiation par des acteurs internes appliquée au DDR/RR. Afin d'atteindre cet objectif, la formation s'est concentrée sur les objectifs spécifiques suivants :

- i. Renforcer la capacité des mécanismes régionaux existants au sein des États membres de la CIRGL et leur capacité à remplir leurs mandats en mettant l'accent sur la Médiation/ Médiation par des acteurs internes appliquée au DDR/RR ;
- ii. Recueillir et partager des exemples et des expériences antérieures, facilitant ainsi le dialogue régional et l'engagement entre pays, ce qui renforcera et soutiendra non seulement le travail effectué par les différents mécanismes au sein des États membres de la CIRGL, mais aussi leur mandat.
- iii. Contribuer à l'identification d'activités concrètes pour soutenir la médiation par des acteurs internes dans la RGL, conformément aux normes intégrées de désarmement, de démobilisation et de réintégration (IDDRS) et aux stratégies nationales pertinentes, car cela permettra d'adopter une approche globale de la médiation en utilisant les mécanismes régionaux existants dans les États membres de la CIRGL.

1.3 Participants

Les participants comprenaient le pool régional de médiateurs de la CIRGL, le Mécanisme conjoint de vérification élargi (MCVE) de la CIRGL, les organisations régionales de la société civile, les membres experts de la cellule opérationnelle du groupe de contact et de coordination (GCC) et le programme de désarmement, démobilisation, relèvement communautaire et stabilisation (P-DDCRS). Le nombre total de participants à la formation était de 18 (11 hommes et 7 femmes) participants de la région des Grands Lacs.

1.4 Équipe ressource

L'équipe, qui a animé des sessions pendant la formation, était composée d'experts de l'Académie Clingendael, du PNUD, de la CIRGL, du Bureau de l'Envoyé spécial pour la région des Grands Lacs, de l'Agence allemande pour la coopération internationale (GIZ) et de Regional Peacebuilders.

Ce rapport est structuré en trois parties décrivant les phases préparatoires (activités pré-atelier), de la formation et de l'après-formation.

2. Phase préparatoire (activités pré-atelier)

La phase préparatoire de la formation a impliqué la conceptualisation de la formation, la sélection des participants et la réalisation d'une évaluation rapide des besoins en termes de capacités.

Profil et sélection des participants : Un appel à candidatures (voir Annexe I) décrivant les critères de sélection et les résultats de la formation a été publié pour identifier les participants à la formation. Après un processus de sélection rigoureux, 20 participants ont été retenus. Cependant, en raison de restrictions liées au COVID-19 et aux visas, deux des participants n'ont pas pu participer à la formation. Par conséquent, 18 participants ont pu prendre part à la formation.

i. **Conceptualisation de la formation :** Une note conceptuelle (voir Annexe II) décrivant les objectifs, les résultats attendus, les produits et l'approche méthodologique de la formation a été élaborée. En outre, la note conceptuelle a également souligné la durabilité et les étapes de suivi après la formation.

ii. **Évaluation rapide des besoins en termes de capacités :** Dans le but d'aligner la formation sur les besoins des participants et les lacunes existantes qui devaient être comblées, une évaluation rapide des besoins en termes de capacités a été réalisée. L'analyse des réponses a servi de base pour adapter et affiner le contenu de la formation afin de mieux répondre aux besoins des participants.

iii. **Réunions de coordination technique :** Avant la formation, plusieurs réunions préparatoires ont été organisées afin de revoir et d'adapter en permanence le développement du contenu de la formation et d'assurer une meilleure coordination des activités de formation.

3. Déroulement de la formation

3.1. JOUR 1 - 7 septembre 2022

Séance d'ouverture

Le premier jour de la formation a commencé par la mise en place de la scène et du contexte de la formation. Le Directeur de la paix et de la sécurité de la CIRGL a fait de brèves remarques au cours de la séance d'ouverture, reconnaissant les préparations faites pour la formation et remerciant l'Union européenne pour le financement du projet. En outre, le Directeur a souligné que la formation était le résultat de la collaboration concertée entre le PNUD et la CIRGL pour organiser la formation virtuelle précédente et qu'elle offrait ensuite l'occasion de faciliter les échanges entre les participants grâce à la formation en personne. Pour conclure, le Directeur a noté que la CIRGL, en tant qu'institution, était bien placée pour soutenir le processus de médiation par des acteurs internes dans la région des Grands Lacs.



Ensuite, un représentant de l'Académie Clingendael a accueilli et remercié les participants et a ensuite donné un aperçu de l'Académie Clingendael et de son objectif. Le représentant a souligné le fait que la formation était une opportunité pour l'institution de partager des connaissances sur les outils de négociation, de médiation et de résolution des conflits et que la formation était une plateforme importante pour les participants.



Le responsable du Centre de résilience du PNUD pour l'Afrique a salué et reconnu le soutien continu et l'excellent partenariat avec la CIRGL en tant que partie prenante clé, l'Union européenne en tant que donateur et l'Académie Clingendael pour la facilitation de la formation. En outre, les efforts du Bureau de l'Envoyé spécial pour la région des Grands Lacs, de la GIZ, des bureaux nationaux du PNUD, du RCSA du PNUD et du Bureau de crise du PNUD - Solutions de relèvement et équipe de mobilité humaine ont été salués pour le soutien apporté à l'élaboration de la formation. Réfléchissant à la formation et à la situation actuelle dans la région des Grands Lacs, le Directeur du Centre de Résilience du PNUD pour l'Afrique, a noté l'importance de la formation pour contribuer à l'approfondissement des connaissances sur la Médiation par des Acteurs Internes Pour Le DDR/RR.



La séance d'ouverture a été suivie d'un aperçu du programme de formation, de la méthodologie en mettant l'accent sur les simulations et les cas pratiques ainsi que sur l'objectif de la formation. Ensuite, les participants se sont présentés et ont partagé deux caractéristiques clés d'un bon médiateur. Les caractéristiques suivantes ont été identifiées par les participants :

- Impartialité
- Discrétion
- Crédibilité



- Écoute active
- Observations
- Patience
- Observations
- Connaissance du contexte
- Connaissance des parties en conflit

3.1.1 Aperçu de la médiation, de la médiation par des acteurs internes et du désarmement, de la démobilisation et de la réintégration (DDR)

Cette séance a permis aux participants de comprendre la médiation, la médiation par des acteurs internes et les processus de désarmement, démobilisation, rapatriement, réintégration et réinstallation (DDR/RR). Pour commencer, une distinction entre les processus de médiation et de médiation par des acteurs internes a été présentée aux participants, ainsi que l'importance des médiateurs. Ensuite, les domaines potentiels d'engagement, les catégories et les rôles des médiateurs internes ont été expliqués. Enfin, certains des points forts et des défis liés à l'engagement des médiateurs internes ont été soulignés.

Une question clé soulevée au cours des discussions était de savoir si la facilitation et la médiation étaient des processus identiques. Cela a incité les participants à délibérer et, avec les conseils de l'animateur, il a été précisé que la facilitation est considérée comme l'un des rôles d'un médiateur interne et peut donc faire partie du processus de médiation.

Le segment suivant sur le désarmement, la démobilisation et la réintégration (DDR) s'est concentré sur la compréhension du concept et de son importance, des défis et des leçons clés. L'importance de la médiation des acteurs internes au processus de DDR a été soulignée. Ensuite, les composantes du processus de DDR, à savoir le désarmement, la démobilisation et la réintégration, ont été définies et la manière dont les processus de DDR sont intégrés dans les services de soutien à long terme a été expliquée. Par ailleurs, les défis et les leçons clés de la mise en œuvre du DDR ont été discutés. Pour conclure la présentation, les facteurs clés de succès des processus de DDR tels que le calendrier, l'engagement, la participation, l'accès à la justice et les mesures psychosociales et économiques ont été soulignés.



Le segment suivant sur le désarmement, la démobilisation et la réintégration (DDR) s'est concentré sur la compréhension du concept et de son importance, des défis et des leçons clés. L'importance de la médiation des acteurs internes au processus de DDR a été soulignée. Ensuite, les composantes du processus de DDR, à savoir le désarmement, la démobilisation et la réintégration, ont été définies et la manière dont les processus de DDR sont intégrés dans les services de soutien à long terme a été expliquée. Par ailleurs, les défis et les leçons clés de la mise en œuvre du DDR ont été discutés. Pour conclure la présentation, les facteurs clés de succès des processus de DDR tels que le calendrier, l'engagement, la participation, l'accès à la justice et les mesures psychosociales et économiques ont été soulignés.

3.1.2 Le Grand Canevas - Jeu de rôle sur la recherche du consensus

Au cours de cette séance, les participants ont participé à un jeu de rôle sur la recherche d'un consensus, qui leur a permis de se familiariser avec les 7 phases d'un processus de négociation, de gérer les sensibilités pendant la négociation et de comprendre les mandats, les règles, les procédures, les aspects comportementaux et la dynamique de groupe. Grâce à cet exercice, le modèle de l'oignon, qui est basé sur un modèle conceptuel pour décrire les relations de manière hiérarchique, a été utilisé pour illustrer comment prendre en compte la position, les intérêts et les besoins dans le processus de médiation.

Les réflexions des participants ont mis en évidence les réalités du terrain et la façon dont, dans un processus de négociation, les 7 phases ont peu de chances d'être appliquées séquentiellement et, en tant que médiateurs, il est essentiel de développer une stratégie d'unification étant donné l'existence de factions à la base. En ce qui concerne les intérêts et les besoins dans les négociations, il a été noté que les médiateurs doivent prendre en compte les différents niveaux d'intérêts et de besoins et identifier des solutions créatives pour les satisfaire dans le processus de négociation.



3.1.3 Négociation distributive et intégrative

La séance sur la négociation distributive et intégrative s'est concentrée en particulier sur les processus dans les contextes bilatéraux ; distributive (gagnant/perdant) et intégrative (gagnant/gagnant) et les éléments clés qui sont liés aux deux formes de négociation. Pour commencer, un aperçu du « triangle de la négociation situationnelle » et de ses éléments clés (processus, comportement et contenu) a été partagé avec les participants. Au cours de la séance, les participants se sont livrés à un exercice de simulation en groupe pour agir en tant que médiateurs internes afin de valider et d'améliorer leur compréhension des processus.

3.2 JOUR 2 - 8 septembre 2022

Le deuxième jour a commencé par un récapitulatif de la journée précédente. Il a été demandé aux participants de réfléchir à ce qu'ils avaient appris. Ensuite, les séances de formation se sont concentrées sur le traitement des conflits. Cette séance a exploré la différence entre la médiation et la conciliation, la communication et le dialogue. Les participants ont été informés de la manière de contrôler les émotions au cours d'une négociation et de la capacité à mettre les gens dans leur stratégie afin qu'ils puissent obtenir ce qu'ils veulent. Les stratégies qui peuvent être utilisées pour faire passer les parties de la position à l'intérêt ont été expliquées.

L'une des questions mises en avant était les accusations liées à l'impartialité et à la crédibilité et la manière de gérer cela. L'importance d'un changement d'état d'esprit et de l'identification d'intérêts et de valeurs multiples a été expliquée comme une idée clé de la médiation et une caractéristique d'un bon médiateur. L'un des risques majeurs de la négociation est de négocier plusieurs choses à la fois et de n'arriver à rien. Il est donc utile de prendre un temps considérable pour aborder les questions une par une.

3.2.1 Réflexions sur la médiation des acteurs internes

Dans le prolongement de la séance précédente sur la médiation et la médiation par des internes, cette séance a exploré les principes de la médiation, notamment l'impartialité, l'orientation et le volontariat, qui sont essentiels à la crédibilité du processus de médiation. Dans cette optique, les différents types de médiation ont été discutés, puis la différence entre médiation, négociation et dialogue, ainsi que le processus de préparation à la médiation par des acteurs internes. Les participants se sont ensuite livrés à un exercice de simulation pour comprendre ce que font les médiateurs internes et comment se préparer à la médiation par des acteurs internes. Il a été souligné que si la médiation par des acteurs internes peut jouer différents rôles tels que l'identification de points d'entrée, le plaidoyer ou la recherche de consensus, la médiation par des acteurs internes peut également être perçue comme une façon de penser, par exemple dans la programmation des organisations non gouvernementales ou intergouvernementales et dans les engagements des communautés et des groupes armés. Concernant le processus de DDR, il a été noté que la médiation par des acteurs internes est utile parallèlement au dialogue et à la négociation avec les groupes armés, les acteurs gouvernementaux, les forces de sécurité, les ex-combattants, les communautés d'accueil et autres.



3.2.2 Négociation, médiation, réintégration à base communautaire et DDR/RR

Cette séance s'est concentrée sur la Négociation, la Médiation et le DDR/RR au Sud Soudan et sur la Réintégration Communautaire (RC) et le DDR/RR en République Démocratique du Congo (RDC) respectivement. Pour commencer, la présentation a décrit les différentes étapes du processus de médiation dans le conflit sud-soudanais

en soulignant les défis et les attitudes des parties prenantes, ainsi que les outils/approches appliqués. Le présentateur a souligné que dans certains cas, la médiation peut conduire à un accord pour mettre en œuvre un processus de DDR/RR, mais que cela n'a pas été le cas au Sud-Soudan. En outre, il a été noté qu'il est important d'être conscient du fait que le DDR/RR peut soulever non seulement des questions programmatiques, mais aussi des négociations autour des initiatives de DDR lorsqu'elles sont sous-priorisées ou mal conceptualisées et peuvent conduire à la déstabilisation.

L'une des questions mises en avant était les accusations liées à l'impartialité et à la crédibilité et la Sur la RC, les participants ont appris de l'expérience de la RDC, avec des exemples de projets de RC ; CRC Beni, APC Bukavu, FOCHI Uvira, RESOLVE Rutshuru et War Child Masisi où la médiation par des acteurs internes a été appliquée dans le contexte du DDR/RR. En outre, certains des défis qui ont marqué la RC ont également été partagés. Les 10 éléments qui constituent la RC : Prise de décision et appropriation ; sécurité des ex-combattants ; préparation de la communauté au retour des ex-combattants ; acceptation de la communauté ; justice/justice transitionnelle ; prise en compte de l'auto-démobilisation ; soutien communautaire et moyens de subsistance ; besoins psychosociaux ; considérations de genre ; suivi et évaluation et relations avec les autres partisans de la RC ont été soulignés. Enfin, des recommandations visant à assurer l'efficacité du processus de RC ont été expliquées.



3.2.3 Partage d'expériences Le dernier segment de la journée a été consacré au partage d'expériences et à l'apprentissage croisé entre les participants sur la négociation, la médiation et le DDR/RR dans la région des Grands Lacs.

- RDC : Le présentateur a partagé l'expérience de la médiation et du DDR dans la province du Nord Kivu en RDC où plus de 40 000 personnes ont été démobilisées et 300 000 réintégrées. En outre, les bonnes pratiques pour améliorer les processus de DDR et les principales leçons apprises ont été partagées. Il convient de noter que le présentateur a fait part des moyens inappropriés qui ont été mis à la disposition des démobilisés. Les démobilisés considéraient qu'ils n'en avaient pas besoin et qu'ils ne répondaient pas à leurs besoins réels.
- Rwanda : Le présentateur a discuté du processus de réintégration dans le contexte du Programme de démobilisation et de réintégration du Rwanda (RDRP). Il s'agissait des phases du programme, y compris les déterminants clés qui ont assuré le succès du programme, notamment la volonté politique, les systèmes d'information de gestion tels qu'une base de données et le suivi et l'évaluation de l'état des activités du RDRP.
- République centrafricaine (RCA) : Le présentateur a partagé son expérience de médiation (rôle et implication) dans le processus pendant le conflit et l'instabilité du pays en 2013. Les principes clés et les sensibilités que les médiateurs doivent prendre en compte pendant le processus, en particulier dans un contexte de conflit, ont été soulignés.



3.3 JOUR 3 - 9 septembre 2022

3.3.1 Exercice de simulation

Le troisième et dernier jour de formation a commencé par un exercice de simulation qui a demandé aux participants de pratiquer leur préparation et leurs réponses dans un contexte humanitaire, où quatre parties s'engagent avec un médiateur interne. Lors du débriefing de l'exercice de simulation, le formateur a discuté de certaines des erreurs commises par les médiateurs et a partagé certaines méthodes utiles pour gérer des négociations complexes et des questions nécessitant des réponses techniques. En outre, les défis qui se présentent pendant les négociations ont également été discutés, y compris les déséquilibres de pouvoir, par exemple lorsque le gouvernement central et l'armée sont présents dans la zone de conflit.



3.3.2 Médiation par des acteurs internes pour le DDR et engagement avec les groupes armés

Le coordinateur de la cellule opérationnelle du groupe de contact et de coordination a présenté les principes de l'engagement, les groupes cibles, les étapes du processus d'engagement avec les groupes armés étrangers, les défis et les prochaines étapes. La stratégie d'engagement de la cellule opérationnelle, qui se concentre sur les groupes cibles directs ou primaires, était importante. Les quatre phases de la stratégie d'engagement de la cellule opérationnelle, y compris l'inclusion éventuelle de médiateurs internes, ont été décrites comme suit :

- Phase préparatoire (analyse, planification, priorisation, action) : Dans cette phase, les médiateurs internes contribuent par l'analyse du conflit, la cartographie des groupes armés et des acteurs pertinents au niveau local, l'évaluation et la priorisation des groupes à engager, et l'identification et l'établissement de canaux de communication.
- Phase de contact et de persuasion : Au cours de cette phase, le rôle des médiateurs internes consiste à : Améliorer la compréhension publique du travail et du mandat du Groupe de travail, entreprendre des campagnes régulières de sensibilisation au niveau provincial et communautaire, développer et diffuser des messages clés adaptés aux dirigeants et aux membres des groupes armés ciblés et à leurs dépendants. En outre, l'engagement des dirigeants locaux et des membres de la communauté à travers une approche participative afin d'obtenir leur soutien total pour une collaboration efficace.



- Opérations/opérationnalisation : La phase opérationnelle consiste à prendre des mesures pour le stockage sûr et efficace des armes et des munitions, à établir des sites de rassemblement transitoires sûrs pour les ex-combattants en attente de rapatriement et à fournir un soutien pour l'extraction et le rapatriement des ex-combattants.
- Suivi post-rapatriement : Durant cette phase, les médiateurs internes peuvent intervenir notamment par un suivi régulier de la réintégration des ex-combattants rapatriés, y compris par des visites sur le terrain et des entretiens réguliers.

3.3.3 Leçons apprises pour la pratique quotidienne et le travail des médiateurs internes sur le DDR/RR

Cette séance a incité les participants à réfléchir aux leçons apprises tout au long de la formation et à la manière de les appliquer à leurs différents contextes. Ce faisant, les participants ont élaboré un plan d'action basé sur ce qu'ils avaient identifié comme une leçon précieuse de la formation applicable dans leur contexte. Certains des participants ont exprimé ce qui suit :

- Les connaissances acquises seront combinées et appliquées à d'autres efforts de consolidation de la paix à l'avenir.
- Pendant la formation, j'ai apprécié la présentation partagée sur la stratégie d'engagement de la cellule opérationnelle. Elle m'a donné la confiance nécessaire pour mieux comprendre comment les communautés et nous-mêmes pouvons être impliqués dans ces processus.
- J'ai appris qu'il existe une médiation et une médiation par des acteurs internes, et que la médiation est un processus qui se déroule en plusieurs phases. Cette connaissance est pertinente pour s'engager efficacement dans les processus de médiation.
- Ma suggestion pour ceux qui ont organisé cette formation est de voir comment ils peuvent travailler à la préparation d'un plan opérationnel et de s'assurer qu'une telle formation bénéficierait également aux personnes des programmes techniques afin qu'elles puissent avoir une formation similaire.
- Je suis heureux d'avoir participé à cette formation qui se rapporte au travail que nous entreprenons sur le terrain. J'ai appris que dans le cadre d'un conflit, le médiateur doit agir d'une certaine manière pour lui permettre d'atteindre le résultat souhaité, de gérer les impasses et d'atteindre les objectifs.
- La formation est bénéfique pour les membres de la cellule opérationnelle du Groupe de contact et de coordination, étant donné que nous allons bientôt commencer notre mission à Goma et que les connaissances acquises grâce à cette formation nous permettront de mieux nous préparer au travail sur le terrain.

En ce qui concerne les perspectives d'avenir, certains des participants ont noté que :

- Nous avons échangé des contacts, et nous espérons que le PNUD continuera à organiser des formations similaires pour accroître nos capacités de médiation par des acteurs internes.
- Nous pouvons partager des informations à travers des webinaires et des présentations d'experts. En outre, il serait intéressant de créer un espace pour les équipes qui fournirait une plateforme pour partager les connaissances et d'échanger des documents.
- Des réunions mensuelles qui permettent également de partager les mises à jour de la communauté sur le travail en cours.

3.3.4 Plan d'action

Les propositions suivantes ont été formulées par les participants comme des propositions concrètes pour aller de l'avant :

- Renforcement des capacités des médiateurs internes, femmes et jeunes, dans la région des Grands Lacs.
- Renforcement des capacités sur les systèmes d'alerte précoce et de riposte
- Mise en place d'un système d'alerte précoce et de réponse rapide dans la région des Grands Lacs.
- Soutien du système d'alerte précoce par la collecte et le partage d'informations
- Organisation de missions pour partager les expériences et les enseignements tirés de la mise en œuvre.
- Conception et mise en œuvre d'une étude sur les défis de l'intégration dans la région des Grands Lacs
- Réunion avec les représentants du PDDCRS (en RDC) sur les nouvelles approches de médiation par des acteurs internes
- Création d'une communauté de pratique (CoP) pour la Médiation par des Acteurs Internes Pour Le DDR/RR dans la région des Grands Lacs.

Le tableau ci-dessous illustre la programmation de ces activités dans le temps comme les actions claires et pertinentes qui pourraient être mises en œuvre par les participants dans une période de six mois :

Activités clés identifiées par les participants	Calendrier (mois)						Parties prenantes	Ressources nécessaires
	M1	M2	M3	M4	M5	M6		
1. Organiser des sessions de restitution au sein de nos organisations							Pairs membres/collègues	
2. Renforcement des capacités des médiateurs internes, femmes et jeunes, dans la région des Grands Lacs.								Financier et matériel
3. Renforcement des capacités sur les systèmes d'alerte précoce et de riposte							ICGLR	Financier et matériel
4. Mise en place d'un système d'alerte précoce et de réponse rapide dans la Région des GL							ICGLR	Financier
5. Soutien du système d'alerte précoce par la collecte et le partage d'informations							ICGLR GCC PNUD	Financier
6. Mission pour partager les expériences et les enseignements tirés sur la mise en œuvre							PNUD ICGLR	Financier et matériel
7. Conception et mise en œuvre d'une étude sur les défis de l'intégration dans la région des Grands Lacs							PNUD	Financier
8. Réunion avec les représentants du PDDCRS (en RDC) sur les nouvelles approches de la MI.							PNUD ICGLR	Financier
9. Création d'une communauté de pratique (CoP) pour la Médiation par des Acteurs Internes Pour Le DDR/RR dans la région des Grands Lacs.							PNUD ICGLR	Financier et humain

3.3.5 Engagement et collaboration futurs entre les médiateurs « internes » et la CIRGL

La CIRGL a l'intention de mettre en place une salle de crise qui, pour être pleinement opérationnelle, doit être alimentée en informations. La vision de la CIRGL pour la Salle de Situation est de disposer d'un mécanisme qui fournit des données en temps réel pour anticiper les incidents et la violence au niveau communautaire, notamment par le biais d'alertes ou de rapports. A cet égard, les médiateurs internes sur le terrain seraient essentiels à la collecte et au partage d'informations, d'incidents et de menaces.

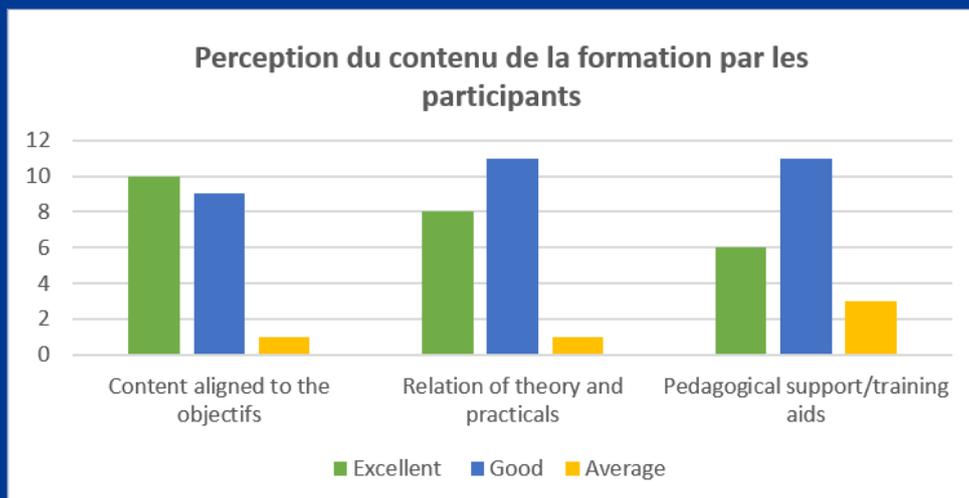
3.3.6 Cérémonie de clôture

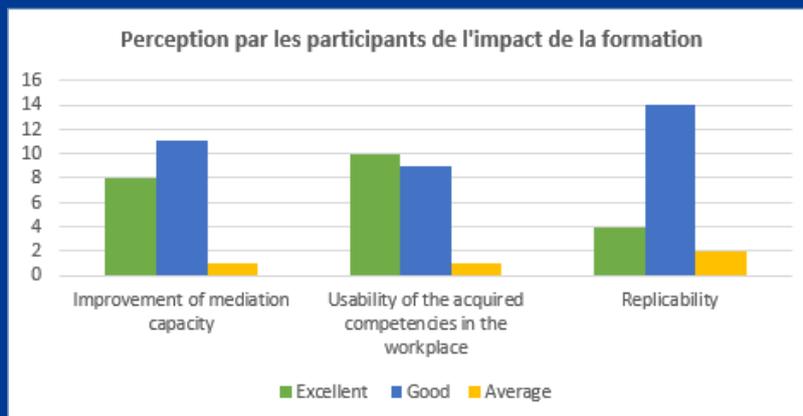
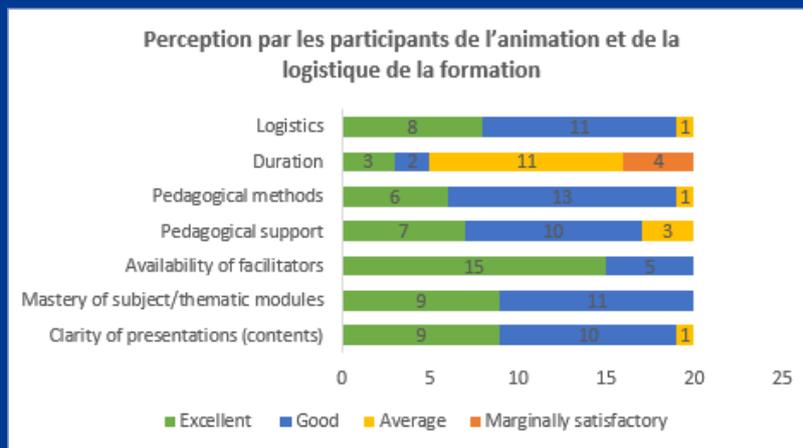
Le dernier jour de la formation, un représentant du Centre de résilience du PNUD pour l'Afrique a prononcé le discours de clôture et procédé à un vote de remerciement, félicitant les participants pour la réussite de la formation et les exhortant à appliquer les connaissances acquises pour renforcer leur engagement de médiation sur le terrain. Ensuite, le Directeur de la paix et de la sécurité de la CIRGL ainsi que des représentants du Centre de résilience du PNUD pour l'Afrique et de l'Académie Clingendael ont remis des certificats aux participants.



3.4 Évaluation de l'atelier

À la fin de la formation, les participants ont donné leur avis sur le contenu de la formation, les formateurs et d'autres aspects. Tous les participants ont donné leur avis en utilisant le formulaire qui comportait une échelle de notation comprenant quatre indicateurs (excellent, bon, moyen et insatisfaisant). Les commentaires de l'enquête ont indiqué que le contenu et les exercices étaient très utiles et que les participants ont compris l'application théorique et pratique du DDR dans leurs différents contextes ainsi que sa signification. L'enquête a également noté que les supports de formation et les présentations étaient concis et faciles à comprendre, que le temps alloué était correctement géré et que, dans l'ensemble, la formation a été bien accueillie.





4. Conclusion et recommandations

Conclusion

La Formation à la médiation par des acteurs internes pour le désarmement, la démobilisation, le rapatriement, la réintégration et la réinstallation s'est principalement concentrée sur le renforcement des capacités des médiateurs régionaux dans les processus de DDR/RR dans la région des Grands Lacs. Cette formation contribue à la mise en œuvre de la stratégie des Nations Unies (ONU) pour la consolidation de la paix, la prévention et la résolution des conflits dans la région des Grands Lacs, en particulier les piliers I : Paix, sécurité et justice, et II : Développement durable et prospérité partagée. Ces résultats immédiats de la formation ont été enrichis par un plan d'action comportant des activités clés identifiées par les participants et à mettre en œuvre dans leurs différents contextes. En outre, les participants ont exprimé leur engagement et leur volonté de faire partie de la Communauté de pratique de la Médiation par des Acteurs Internes Pour Le DDR/RR dans la région des Grands Lacs.

Recommandations générales

1. Il a été fortement recommandé que des formations similaires soient organisées dans toute la région des Grands Lacs et que les organisations soutiennent la réplication de ces formations.
2. Un suivi biannuel avec les participants sur l'état d'avancement des plans d'action développés
3. Soutien à l'opérationnalisation de la salle de situation de la CIRGL
4. Développement d'une plateforme en ligne qui permettra le partage d'informations
5. Élargir l'adhésion à la communauté de pratique à des experts pour faciliter les webinaires sur divers domaines d'intérêt.

5. Annexes

Annexe A : Appel à candidatures

Appel à candidatures pour un cours de formation en personne de 3 jours sur la Médiation par des Acteurs Internes Pour Le DDR/RR

Nairobi, Kenya

7-9 septembre 2022

Le PNUD, en coopération avec la Conférence internationale pour la région des Grands Lacs (CIRGL) et avec le financement de l'Union européenne (UE), organisera un cours de formation en personne sur la médiation par des acteurs internes pour le désarmement, la démobilisation, le rapatriement, la réintégration et la réinstallation (DDR/RR) du 7 au 9 septembre 2022 à Nairobi, au Kenya. A travers cet appel à candidatures, nous invitons les candidats à ce cours et fournissons des informations sur la procédure de candidature et d'autres détails.

Cours de formation sur la médiation par un acteur interne pour le DDR/RR | 7-9 septembre 2022

Ce cours de formation est une deuxième itération qui s'appuie sur un cours initial organisé virtuellement en 2021. Il permettra d'approfondir les connaissances sur la Médiation par des Acteurs Internes Pour Le DDR/RR à travers des échanges en personne et un apprentissage croisé. Cette formation complète les efforts de la CIRGL pour renforcer les capacités des médiateurs internes régionaux en améliorant leurs compétences pour contribuer aux processus de DDR/RR dans la région des Grands Lacs.

Contenu de la formation

Le cours commence par les fondements théoriques de la médiation/négociation et du DDR. Il examine ensuite comment les techniques de médiation/négociation soutiennent la médiation par des acteurs internes. Enfin, il se concentre sur la façon dont la médiation par des acteurs internes peut être utilisée pour s'engager auprès des groupes armés et des communautés affectées par le conflit, en vue d'améliorer la stabilité, de soutenir les transitions vers la vie civile et de parvenir à une réintégration durable. Les méthodes d'apprentissage comprendront également des simulations et des exercices de groupe.

Après avoir suivi ce cours, les participants devraient être en mesure de :

- Décrire les objectifs, processus et programmes de base du DDR et expliquer comment ils contribuent à une paix et un développement durables ;
- Expliquer les concepts de médiation et de médiation par des acteurs internes en démontrant les compétences et les techniques utilisées par les médiateurs pour amener les gens à négocier et à utiliser les négociations plus efficacement ; Clarifier les liens entre la médiation par des acteurs internes et le DDR/RR, y compris la réintégration communautaire ; Appliquer et/ou soutenir les techniques des médiateurs internes pour engager le dialogue avec les dirigeants et les membres des groupes armés ou les dirigeants communautaires afin de créer un espace de sortie - retour à la société normale ;
- Évaluer les risques potentiels liés au travail de médiateur interne avec des groupes armés et décider si l'engagement est possible et/ou quelles mesures d'atténuation adopter.

Groupe cible

Cette formation est ouverte à 20 participants ayant des connaissances de base en matière de médiation et/ou de DDR, en vue de renforcer leurs compétences pour appliquer et/ou soutenir la Médiation par des Acteurs Internes Pour Le DDR/RR dans leurs pays respectifs. Les critères de sélection pour être éligible au cours sont les suivants :

- Être originaire et résider de manière permanente dans la région des Grands Lacs (Burundi, République démocratique du Congo, Rwanda, Ouganda) ;
- Faire partie de l'équipe de l'EJVM, du pool de médiateurs de la CIRGL ou du Forum de la société civile/réseau des OSC de la région des Grands Lacs pour la réintégration ;
- Les groupes de jeunes et de femmes faisant partie du Forum et du Réseau sont particulièrement encouragés à postuler pour la formation ;
- Participer activement au travail de terrain pour la réalisation de la paix et de la sécurité dans la région des Grands Lacs ;
- Une bonne connaissance pratique de l'anglais ou du français est nécessaire ;
- Disponibilité totale les 7, 8 et 9 septembre pour se rendre à Nairobi et suivre le cours en personne (journées complètes) ;
- S'engager à participer pleinement et activement tout au long du cours et à appliquer les connaissances acquises au-delà de la formation.

La sélection finale des participants sera basée sur les critères susmentionnés.

Procédure d'inscription

Les participants peuvent s'inscrire à ce cours par le biais des liens ci-dessous au plus tard le 15 août 2022.

Version française

Version anglaise

Finances et logistique

Le cours de formation aura lieu à Nairobi, au Kenya. Le lieu précis sera communiqué en temps utile. Les coûts suivants liés au cours seront couverts :

- Billet d'avion ;
- Hébergement en pension complète (le petit-déjeuner, le déjeuner avec le forfait conférence comprenant les pauses thé et café, le dîner seront offerts) ;
- Frais de visa des participants, dépenses au départ et frais accessoires.

Les frais liés au voyage intérieur jusqu'à l'aéroport dans le pays du participant sont à la charge de ce dernier.

Langue du cours

Une interprétation simultanée sera assurée pour le français et l'anglais pendant toute la durée du cours.

Coordonnées

Pour toute autre question concernant les formations mentionnées ci-dessus, veuillez contacter pezu.c.mukwakwa@undp.org

Vers la mise en œuvre effective du réseau de médiateurs régionaux de la CIRGL

pour le désarmement, la démobilisation, le rapatriement, la réinstallation et la réintégration.

Renforcer les capacités de la région des Grands Lacs en matière de médiation par des acteurs internes, en mettant l'accent sur le désarmement, la démobilisation et la réintégration.

7-9 septembre, 2022- Nairobi, Kenya

PROJET de note conceptuelle

1. Contexte

Les groupes armés opérant en République démocratique du Congo (RDC) constituent une source d'instabilité pour toute la région des Grands Lacs. Leur grand nombre, leur fragmentation et, dans certains cas, leur dimension régionale et leur influence transfrontalière, notamment avec le Rwanda, l'Ouganda et le Burundi, remettent en cause les efforts de stabilisation. Cette situation exige d'explorer les opportunités et les stratégies régionales pour la mise en œuvre d'initiatives non militaires et ancrées localement, menées par les communautés et les dirigeants eux-mêmes, visant à faciliter la sortie des groupes armés et la réintégration durable dans les communautés. Ces initiatives incluent le recours à des médiateurs internes pour parvenir à des solutions locales qui conduisent également à la gestion des ressources naturelles (GRN) et à une réintégration durable dans les communautés. En fin de compte, ces initiatives contribueront à soutenir l'établissement d'un cadre de médiation régional pour renforcer la Conférence internationale sur la région des Grands Lacs (CIRGL), en particulier sa capacité à mettre en œuvre le Pacte sur la sécurité, la stabilité et le développement dans la région des Grands Lacs.

Compte tenu de ce contexte complexe et en s'appuyant sur les orientations existantes de l'Union européenne (UE) et du Programme des Nations Unies pour le développement (PNUD) sur la médiation par des acteurs internes, le PNUD met actuellement en œuvre un projet régional financé par l'Union européenne pour renforcer les capacités des mécanismes régionaux existants au sein des États membres de la CIRGL avec une expertise sur la médiation par des acteurs internes appliquée au désarmement, à la démobilisation, au rapatriement, à la réinstallation et à la réintégration (DDR/RR). Cette initiative contribue à la mise en œuvre des piliers I : Paix, sécurité et justice, et II : Développement durable et prospérité partagée de la stratégie des Nations Unies (ONU) pour la consolidation de la paix, la prévention et la résolution des conflits dans la région des Grands Lacs.

Pour le succès et la durabilité de telles initiatives, les capacités des mécanismes régionaux existants doivent être encore renforcées, comme le pool de médiateurs de la CIRGL, le Mécanisme conjoint de vérification élargi (MCVE) et le Groupe de coordination des contacts (GCC). En les renforçant et en identifiant des stratégies de médiation par des acteurs internes au niveau local, les communautés seront davantage habilitées à jouer un rôle central dans la recherche de solutions locales pour faire face aux groupes armés par le biais des acteurs de la société civile, des ONG nationales, des groupes de femmes, des chefs religieux, des chefs traditionnels et des leaders d'opinion.

Dans le cadre de la mise en œuvre de ce projet, un atelier de planification stratégique en septembre 2019, a réuni à Nairobi environ 40 participants qui ont évalué le rôle que la médiation par des acteurs internes peut jouer pour soutenir les programmes de DDR/RR et la gestion des conflits liés aux ressources naturelles au Rwanda, en Ouganda et en République démocratique du Congo (RDC). Les résultats de l'atelier ont été les suivants : partage d'expériences similaires provenant de mécanismes régionaux et locaux existants, élaboration d'une feuille de route provisoire pour la mise en œuvre, identification de trois interventions pilotes potentielles et création du groupe de référence du projet. Les participants ont également identifié des initiatives potentielles pour soutenir le travail des médiateurs internes dans ces domaines, telles que des formations, des échanges entre pairs, le partage de matériel et la mobilisation de ressources. Les membres du Groupe de référence ont accepté de contribuer à ces efforts.

En outre, lors des consultations de décembre 2019, des experts du Burundi, de la RDC, du Rwanda, de l'Ouganda et des membres de la CIRGL ont souligné l'importance et la nécessité d'un renforcement des capacités et d'une formation sur le DDR, sur la base des normes intégrées de DDR des Nations unies (IDDRS), y compris une formation sur mesure pour les pays de la région des Grands Lacs et les membres de la CIRGL, qui sera organisée en 2020 par les Nations unies en partenariat avec l'Union africaine (UA) et le Groupe de formation intégrée au DDR (IDDRTG).

Ainsi, ces formations régionales permettront de renforcer les capacités de la région des Grands Lacs sur la Médiation/Instruction, les normes intégrées de désarmement, démobilisation et réintégration (IDDRS) de l'ONU et sur les Notes d'orientation opérationnelles (ONG) de l'UA. Elle sera dirigée par le Centre de résilience du PNUD pour l'Afrique, en partenariat avec la CIRGL et l'Académie Clingendael.

La formation sera organisée en collaboration avec le programme de négociations de paix de l'Académie Clingendael. L'Académie Clingendael a fait ses preuves en matière de formation de médiateurs internes aux compétences, outils et concepts de négociation et de médiation (interne) à travers des sessions de formation interactives.

2. Objectifs et suivi

Ce cours de formation est une deuxième itération qui s'appuie sur un cours initial organisé virtuellement en avril 2021. Le cours vise à approfondir les connaissances sur la Médiation par des Acteurs Internes Pour Le DDR/RR à travers des échanges en personne et des apprentissages croisés. Cette formation complète les efforts de la CIRGL pour renforcer les capacités des médiateurs internes régionaux améliorant leurs compétences pour contribuer aux processus de DDR/RR dans la région des Grands Lacs. Elle se concentrera sur le développement des compétences. Des compétences telles que l'écoute active, la négociation, l'analyse, l'apprentissage de la formulation de propositions dans une discussion, la gestion de discussions difficiles dans un contexte de médiation, la gestion des émotions et des tensions, la conclusion d'accords, la préparation de ce type de réunions, etc.

Ces formations régionales permettent de développer les capacités et l'apprentissage d'un maximum de 20 participants en tenant compte des considérations de genre des principaux mécanismes régionaux sur la médiation et l'intermédiation appliquées au DDR/RR et au NRM. En outre, la formation permettra de :

- Renforcer la capacité du mécanisme régional existant au sein des États membres de la CIRGL et sa capacité à remplir son mandat en mettant l'accent sur la Médiation/Médiation par des acteurs internes appliquée au DDR/RR ;
- Recueillir et partager des exemples et des expériences antérieures, facilitant ainsi le dialogue régional et l'engagement entre pays, ce qui renforcera et soutiendra non seulement le travail effectué par les différents mécanismes au sein des États membres de la CIRGL, mais aussi leur mandat.
- Contribuer à l'identification d'activités concrètes pour soutenir la médiation par des acteurs internes dans la RGL, conformément aux IDDRS et aux stratégies nationales pertinentes, car cela permettra d'adopter une approche globale de la médiation en utilisant les mécanismes régionaux existants dans les États membres de la CIRGL.

3. Résultats attendus

- Les participants (médiateurs internes), à l'issue de la formation, prennent des mesures appropriées pour engager les acteurs locaux, y compris la société civile, dans les processus de DDR/RR dans leurs pays ou localités cibles ;
- Les mécanismes de médiation et de dialogue communautaires existants contribuent efficacement à relever les défis du DDR/RR et des conflits communautaires dans les zones cibles ;
- Les capacités de médiation des participants en matière de DDR/RR sont renforcées et ils travaillent en étroite collaboration pour améliorer les processus de médiation par des acteurs internes et de DDR au niveau communautaire, y compris la prévention/gestion des conflits dans les zones/pays cibles ;
- Les participants s'engagent à mettre en commun leurs efforts et à partager leurs expériences respectives liées à leurs actions de médiation par des acteurs internes par le biais de la communauté de pratique existante.

4. Résultats et produits livrables

L'ensemble du processus de formation sera consolidé dans un rapport complet qui inclura les 3 étapes du processus de formation (préparation, livraison, évaluation). Les résultats attendus sont énumérés ci-dessous :

- Évaluation des capacités et des besoins d'apprentissage avant et après la formation ;
- Méthodologie et résumé du contenu ;
- Bref résumé des discussions (exemples et expériences précédentes) ;
- Évaluation et commentaires des participants ;
- Plan d'action qui décrit les actions immédiates et futures à entreprendre par les bénéficiaires (médiateurs régionaux) avec un calendrier précis.

5. Méthodologie d'apprentissage et participants

La formation régionale de 3 jours aura lieu à Nairobi, au Kenya, du 7 au 9 septembre 2022 et se déroulera sous forme de sessions en présentiel. La langue de formation sera le français et l'anglais. Elle sera structurée en sessions plénières et en groupes de travail, pour des activités interactives. Tout au long de la formation, l'accent sera mis sur le fait que les participants s'engagent dans le partage d'expériences.

La session réunira un maximum de 20 participants issus du pool de médiateurs de la CIRGL, de l'EJVM et du GCC, avec une représentation équilibrée des États membres de la CIRGL, en mettant l'accent sur la participation des femmes et des jeunes et sur la provenance géographique des zones pré-identifiées pour les interventions pilotes.

La formation commence par les principes fondamentaux de la négociation que les médiateurs internes doivent comprendre, suivis plus tard dans le programme par une compréhension plus approfondie du fonctionnement de la médiation par des acteurs internes. Au cours du programme, nous discutons de la théorie de la négociation et de la médiation, des stratégies pour guider des négociations efficaces et - par le biais de simulations - nous laissons les participants expérimenter la dynamique de la négociation et de la médiation par des acteurs internes du point de vue de l'une des parties investies. Le cours comprendra les éléments suivants :

- Des conférences interactives ;
- Des devoirs et discussions de groupe, y compris une réflexion en groupe sur les enseignements tirés ;
- Des simulations de négociation et de médiation bilatérales ;
- Des simulations de médiation dans des délégations en préparation d'un dialogue ;
- Des études de cas internationaux ;
- Un profil de négociation et de médiation individuels et des auto-évaluations.

6. Durabilité/Suivi

Le suivi de cette formation sera nécessaire pour atteindre les résultats attendus du programme plus large, à travers des évaluations post-formation afin d'établir une compréhension de l'application concrète de la formation et de l'efficacité des réseaux régionaux pour renforcer le travail de la CIRGL sur la médiation. En outre, un engagement continu à travers un réseau régional sera important pour assurer la durabilité et la pertinence de l'expertise nécessaire dans la région.

Annexe C : Programme de formation

Formation sur la Médiation par des Acteurs Internes Pour Le DDR/RR

Mercredi 07- Vendredi 09 septembre, Nairobi, Kenya, 2022

09:00- 17:00

Introduction

Cette formation a été conçue par l'Académie Clingendael en collaboration avec le PNUD afin de renforcer les capacités des médiateurs régionaux de la CIRGL en matière de DDR/RR dans le cadre du projet financé par l'UE « L'ONU au service de la paix et de la sécurité dans la région des Grands Lacs ». Cette formation permettra d'approfondir les connaissances sur la négociation et la médiation - en particulier la médiation par des acteurs internes pour le DDR/RR. Cela se fera par le biais d'échanges en personne et d'apprentissage croisé, en s'appuyant sur les enseignements tirés de la première formation virtuelle organisée en 2021.

Au cours de la formation, il sera exposé en détail aux participants l'utilisation de la Médiation par des Acteurs Internes Pour Le DDR/RR, en échangeant des expériences et en partageant les leçons tirées de ces domaines de travail pertinents pour les contextes régionaux, nationaux et locaux. Avant la formation, tous les participants doivent se familiariser avec le matériel partagé sur les domaines thématiques de la médiation/négociation et du DDR et avec les dernières informations.

Méthodologie d'apprentissage

La formation, avec interprétation en français/anglais, commence par les principes fondamentaux de la négociation que les médiateurs doivent comprendre, suivis plus tard dans le programme par une compréhension plus approfondie du fonctionnement de la médiation, et en particulier de la médiation par des acteurs internes. Au cours du programme, nous discutons de la théorie de la négociation et de la médiation, des stratégies pour guider des négociations efficaces et - par le biais de simulations - nous laissons les participants expérimenter la dynamique de la négociation et de la médiation du point de vue de l'une des parties investies. Le cours comprendra les éléments suivants :

- Des conférences interactives ;
- Des devoirs et discussions de groupe, y compris une réflexion en groupe sur les enseignements tirés ;
- Des simulations de négociation et de médiation bilatérales ;
- Des simulations de médiation dans des délégations en préparation d'un dialogue ;
- Des études de cas internationaux ;
- Un profil de négociation et de médiation individuels et des auto-évaluations.

Mesures d'évaluation : Au début de la formation, un questionnaire sera distribué aux participants afin de mesurer leurs connaissances, leur confiance et leur expérience en matière de médiation et de ses outils et concepts connexes, ainsi que sur le DDR/RR et le rôle de la médiation par des acteurs internes à cet égard. A la fin de la formation, un questionnaire similaire est distribué pour mesurer les progrès.

Matériel : Pour la formation, un projecteur et deux tableaux de conférence avec du papier et des marqueurs sont nécessaires, un tableau blanc si disponible, ainsi que des stylos et des cahiers pour les participants. Le lieu de formation doit offrir un cadre où les participants se font face et font face aux formateurs. Idéalement, deux petites salles de réunion supplémentaires sont prévues pour offrir un cadre optimal pour les simulations et le travail en groupes bilatéraux.

Ressources : Un manuel bilingue (français/anglais) contenant les concepts, les théories, les cas de médiation et de négociation et le matériel de référence sera fourni. Les simulations ne seront remises qu'au début de chaque mission.

1er jour : Mercredi 7 septembre

Heure	Éléments clés de la négociation et introduction à la médiation
8:00-9:00	Inscription et briefing sur la sécurité UNDSS
9:00-10:00	<p>Introduction au programme et définition des objectifs d'apprentissage</p> <ul style="list-style-type: none"> • Remarques de bienvenue par la CIRGL, le PNUD et Clingendael • Aperçu et explication du programme de formation, des règles de base et de l'objectif de la formation • Tour d'introduction et discours d'expérience : votre propre défi de médiation et ce qui rend un médiateur efficace.
10:00-10:15	<i>Petite pause</i>
10:15-11:15	<p>Comprendre la médiation et la médiation par des acteurs internes</p> <p>La médiation par des acteurs internes: Quoi ? Quand ? Comment ?</p> <p>Médiateur interne Vs médiateur externe</p> <p>La médiation pour les DRR : Discussions sur l'expérience des participants</p>
11:15-12:15	<p>Le grand canevas - jeu de rôle sur la recherche du consensus</p> <ul style="list-style-type: none"> • Les phases d'un processus de médiation • Gérer les sensibilités et les normes pendant la négociation • Comprendre le travail avec les mandats et les circonscriptions • Règles, procédures, critères de prise de décision • Comportement, processus et dynamique de groupe
12:15-13:15	<i>Pause déjeuner</i>
13:15-14:15	Débriefing du grand canevas
14:15-15:30	<p>Négociations distributives</p> <ul style="list-style-type: none"> • Négociation distributive bilatérale (gagnant/perdant) • Concepts clés des négociations distributives (PIN, BATNA, ZOPA, Ancrage, Piège, négociation dure vs. négociation douce)
15:30-15:45	<i>Petite pause</i>
15:45-17:00	<p>Négociations intégratives</p> <ul style="list-style-type: none"> • Négociations intégratives bilatérales (gagnant/gagnant) • Éléments clés des négociations intégratives (gagnant-gagnant), création d'une valeur mutuelle, négociation globale.

2e jour : Jeudi 08 septembre

Heure	Pratique - Stratégies et préparation
09:00-09:15	Récapitulatifs du 1er jour <ul style="list-style-type: none">• Questions et commentaires du groupe
09:15-10:15	Modes de gestion des conflits. Stratégies de gestion des conflits I <ul style="list-style-type: none">• Auto-évaluation• Explication et interprétation des scores et du modèle
10:15-10:30	<i>Petite pause</i>
10:30-12:00	Auto-évaluation Modes de gestion des conflits. Stratégies de gestion des conflits II <ul style="list-style-type: none">• Exercices : comportement des parties à la table, dynamique des acteurs, gestion du pouvoir.• Débriefing
12:00-13:00	<i>Pause déjeuner</i>
13:00-14:00	Réflexions sur la médiation par des acteurs internes <ul style="list-style-type: none">- Principes de la médiation par des acteurs internes- Différences entre dialogue, négociation et médiation- Types de médiation- Comment se préparer à la médiation par des acteurs internes
14:00-15:00	Études de cas sur la médiation par des acteurs internes et le DDR/RR dans la région des Grands Lacs (à confirmer) <i>Animé par le formateur invité de Clingendael</i>
15:00-15:15	<i>Petite pause</i>
15:15-16:15	Médiation par des acteurs internes et réintégration communautaire pour le DDR/RR : Apprendre à partir d'exemples concrets de l'expérience réelle
16:15 – 17:30	Partage d'expériences sur la négociation, la médiation et le DDR/RR dans la région des Grands Lacs et questions-réponses en plénière

Heure	Médiation par des acteurs internes, impasses et médiation en pratique
09:00-12:00	Simulation de cas Bengala <ul style="list-style-type: none"> • Temps de préparation et consultations informelles • Petite pause • Partie formelle de la simulation • Début du débriefing
12:00-13:00	<i>Pause déjeuner</i>
13:00-14:00	Débriefing Simulation de cas Bengala
14:00-14:45	S'engager avec les groupes armés <i>Animé par le coordinateur du groupe de contact</i>
14:45-16:15	Leçons apprises pour la pratique quotidienne et le travail des médiateurs internes sur le DDR/RR <i>Exercice de groupe : planification d'action dans différents groupes</i> <ul style="list-style-type: none"> • Revoir ce que nous avons appris • Appliquer les leçons apprises dans son propre contexte : préparer une approche de la Médiation par des Acteurs Internes Pour Le DDR/RR Petite pause Présentation Exercice de groupe <ul style="list-style-type: none"> • Comment utiliser les leçons de la formation dans son propre contexte • Plans à emporter
16:15-17:00	Engagement et collaboration futurs entre les médiateurs internes et la CIRGL <i>Animé par la CIRGL</i>
17:00-17:30	Evaluation, remarques de clôture & Certificats
17:30	Clôture de la formation

COMMUNAUTE DES PRATIQUES DES MEDIATEURS INTERNES POUR LE DDRR DANS LA REGION DES GRANDS LACS

TERMES DE REFERENCE

CONTEXTE

Ces dernières années, il a été reconnu qu'une communauté des pratiques était de plus en plus nécessaire pour pouvoir mieux représenter et articuler les questions de médiation. Afin de répondre à ce besoin, le Centre régional du PNUD pour l'Afrique et la CIRGL se sont associés pour lancer une Communauté des pratiques en médiation interne pour le DDR/RR afin d'échanger et de collaborer sur les perspectives de médiation dans la région des Grands Lacs (GL).

L'objectif principal de la CdP est de fournir une plateforme pour faciliter l'échange de connaissances sous régionales et d'apprentissage sur la programmation du DDRR, afin de soutenir la coordination et le partage d'informations entre les médiateurs internes travaillant sur le DDR/RR dans la région des Grands Lacs.

VISION

Une région des grands lacs sécurisée, stable, paisible et développée pour tous ces citoyens à travers des actions de la médiation interne dans le processus DDR/RR.

MISSION

Contribuer aux efforts de stabilisation dans la région des grands lacs à travers la mise en place d'une Communauté des Pratiques en médiation Interne pour le DDR/RR tenant compte des contextes locaux des pays membres des GL.

OBJECTIFS GLOBAL ET SPECIFIQUES

OBJECTIF GLOBAL :

Créer dans la région des grands lacs une Communauté des Pratiques constituée des praticiens et d'experts désireux de travailler ensemble pour favoriser des espaces de dialogue sur la médiation Interne pour le DDRR.

OBJECTIFS SPECIFIQUES

- ❖ Mener des recherches pour la promotion du processus de Médiation Interne pour le DDR/RR et domaines connexes dans la région des Grands Lacs afin de favoriser la paix et la stabilité à travers le désarmement et la démobilisation en masse des membres des groupes armés ;
- ❖ Faciliter et alimenter le système d’alertes précoces et réponses rapides pour prévenir les violences communautaires ;
- ❖ Contribuer à la réduction des violences communautaires à travers l’appui aux initiatives de la médiation interne et le relèvement communautaire ;
- ❖ Favoriser la réintégration effective à base communautaire des ex-combattants à travers une prise en charge holistique et un processus participatif de réconciliation et de justice transitionnelle ;
- ❖ Contribuer aux Plaidoyers multi-acteurs pour engager les parties prenantes aux différents accords de paix dans la région des grands lacs dans la médiation ;
- ❖ Partager les meilleures pratiques et les leçons apprises en rapport avec la médiation interne sur le DDR avec tous les membres intéressés de la Communauté des Pratiques ;
- ❖ Etablir des plateformes pour une participation équilibrée et diversifiée des membres par région, par expertise, etc. capable d’appuyer les mécanismes existants des alertes précoces au niveau régional

DOMAINES D'INTERVENTION

Les domaines d'intervention de la Communauté des Pratiques régionale s'inspirent sur les besoins spécifiques aux niveaux local, national et régional pour la paix, la stabilité et la sécurité à travers le DDR/RR comme l'une des composantes phares ou axes prioritaires pour cette fin. Ainsi, les domaines d'intervention qui attirent l'attention des membres de la CdP et ses partenaires sont :

- ✚ *Recherche sur la Médiation Interne pour le DDR/RR, La Réduction des Violences Communautaires (Community Violence Reduction, la Réintégration à Base Communautaire (Community Based Reintegration) ;*
- ✚ *Alertes Précoces et Réponses Rapides (Early Warning, Early Responses System) ;*
- ✚ *Plaidoyer et promotion de la recherche sur la paix, la sécurité et la justice transitionnelle*
- ✚ *Contribution au renforcement des capacités des membres de la CoP, et d'autres médiateurs internes non membres de la CoP dans la région des grands lacs.*

LIGNES DIRECTRICES

Les lignes directrices sont des facteurs importants pour permettre une culture de l'apprentissage et de l'échange efficaces et participatifs au sein de la CdP de médiation Interne et qui sont destinés à guider son opérationnalisation.

Les principales lignes directrices de la CdP/M.I sont les suivantes:

- La CdP/M.I devra fonctionner comme un centre de partage de connaissances et d’alertes précoces ;
- Elle devra favoriser l'identité locale à travers :
 - ❖ Un leadership local, national et régional pour une appropriation avérée ;
 - ❖ Une participation et engagement communautaire sans équivoque ;

- ❖ Une représentation/appropriation des expériences de terrain et des priorités locales, nationales et régionales ;
- Elle devra également assurer la qualité et la pertinence des interventions de ses membres dans le secteur de consolidation de la paix dans la région des grands lacs ;
- Elle devra promouvoir la responsabilité collective, les avantages et la mobilisation des ressources pour l'atteinte des objectifs qu'elle s'est assignée ;
- Elle devra aussi instaurer la confiance entre ses différents membres à tous les niveaux grâce à :
 - ❖ Une vision partagée et des objectifs communs ;
 - ❖ Une sensibilité aux contextes politique, économique, social et culturel de la région ;
 - ❖ Une adhésion des personnes compétentes, bien réputées, dynamiques et dignes de confiance qui en sont les membres ;
- Elle devra en outre, favoriser l'apprentissage par :
 - ❖ Une gouvernance réfléchie, transparente, participative et redevable pour ses actions vis-à-vis de toutes les parties prenantes ;
 - ❖ La mise à disposition de la Communauté des Pratiques d'un espace sûr pour les échanges et les partage des connaissances et d'expériences.
 - ❖ Collaboration avec les institutions nationales, régionales et internationales impliquées dans les processus DDR/RR

MEMBRES ET STRUCTURE DE GOUVERNANCE

Des membres

L'adhésion à la CdP est ouverte à toute personne travaillant dans le domaine de la médiation interne ou du DDR et partageant des intérêts ou des objectifs similaires, se trouvant dans une zone affectées par les conflits dans la région des grands lacs.

Tout nouveau membre de la CdP devra :

- Adresser une demande écrite au Secrétariat Régional de la CdP et qui devra être approuvée par les membres pour rejoindre la CdP ;
- Participer activement aux activités de la CdP ;
- Participer à des séances de travail ou à des projets mis en œuvre par la CdP ;
- Les experts des Gouvernements ne peuvent devenir membres de la CdP, mais peuvent être invités par les points focaux nationaux de leurs pays respectifs pour participer aux activités de la CdP.

L'adhésion à la CdP est réservée aux individus. Les membres de la communauté ne sont pas censés y représenter leur organisation de provenance, ou y présenter les opinions des autres, lorsqu'ils participent à ses différentes activités, que ce soit en face à face ou en ligne. Une plateforme en ligne sera utilisée pour la communication au sein de la communauté et sera utilisée pour l'enregistrement de nouveaux membres. L'accès à cette plateforme est gratuit pour tous les membres.

La CdP organisera des réunions mensuelles d'une durée d'une heure et demie, qui peuvent se tenir soit en mode présentiel, soit en mode virtuel par téléconférence, vidéoconférence ou par un autre moyen ou plateforme de communication/collaboration virtuel.

L'ordre du jour sera chaque fois proposé par le Secrétariat Régional et partagé avec les membres quelques jours avant. Il devra comprendre, mais pas exclusivement, les éléments ci-après :

1. Présentation des nouveaux membres ;

2. Table ronde sur les initiatives en cours : Chaque membre disposera de quelques minutes pour décrire sur quoi il travaille pendant la période et comment les membres peuvent l'aider ;
 3. Présentation sur le thème du jour : Une présentation (planifiée par le Secrétaire Régional de la CdP) sur un sujet d'intérêt spécifique. Cette présentation pourra être faite par un des membres de la CdP ou par des experts externes selon le cas ;
 4. Discussion ouverte autour du sujet du jour présenté : quelques minutes seront allouées à une discussion ouverte (mais toujours modérée) sur le sujet du jour ;
 5. Communication de l'ordre du jour et du calendrier de la prochaine réunion devra enfin, être faite aux participants ;
- Etc.

Tous les membres sont censés partager leur expertise chacun en ce qui le concerne, ainsi que tout document ou autre ressource dont ils disposent et qui, selon eux, sera utile aux autres.

La responsabilité du Secrétariat Régional de la CdP sera de désigner pour chaque réunion, qui devra assumer le rôle du Modérateur. Le Modérateur est chargé de :

- Animer la discussion de groupe afin de s'assurer que la communication est appropriée, fructueuse et respectueuse ;
- Développer l'ordre du jour et/ou les objectifs de la réunion suivante de la CdP ;
- Envoyer des messages réguliers à tous les membres de la CdP concernant la prochaine réunion/activité ;
- Sauf accord contraire, tous les coûts découlant des activités de la CdP seront supportés par ses membres ou par les partenaires.

La CdP sur la médiation Interne cherche à créer des alliances entre collègues, réseaux et collectifs existants, et à faciliter les partenariats de travail avec les organisations collaboratrices. La CdP/M.I est ouverte à tous les membres en leur capacité professionnelle individuelle ayant un intérêt à apprendre et/ou à contribuer à l'amélioration des services de médiation interne dans la région des grands lacs. Ainsi, l'adhésion peut être étendue également aux :

- Praticiens de terrain ;
- Cadres Universitaires ;
- Donateurs ou Bailleurs de fonds ;
- Représentants d'organisations de la société civile ;

Structure

La structure de la CdP est un regroupement de tous les membres avec un Secrétariat de coordination régionale (Secrétaire Régional), des points focaux nationaux (un par pays pour les 7 pays concernés) et des membres adhérents au niveau général qui souhaitent collaborer aux initiatives de leur choix.

Le Secrétariat régional de la CdP est coordonné par un Secrétaire régional et est rotatif entre les membres en raison d'une année par mandat, ce qui garantit que les initiatives sont dirigées par les membres et leur appartiennent. Les représentants des agences gouvernementales et ceux des organismes régionaux ne peuvent pas occuper des rôles de direction en raison des sensibilités liées au soutien des initiatives dans les différents pays.

Figure 1: CdP Structure révisée (en annexe)

RESSOURCES

La CdP Médiation Interne est la première responsable de la collecte de fonds pour son fonctionnement et ses besoins opérationnels. Ainsi, au nom de ses membres la CdP peut initier un projet en relation avec l'un de ses domaines d'intervention aux niveaux local, national et régional et en chercher le financement.

Les besoins et fonds à utiliser par la CdP comprennent :

- Le fonds pour la mise en place et le fonctionnement du Secrétariat Régional et la gestion des ressources humaines, l'infrastructure et les groupes de travail ;
- La durée des fonds dépendra des activités ;
- Les partenaires de collaboration (tels que les institutions de recherche, les universités, les organisations indépendantes, etc.) peuvent également mobiliser et/ou utiliser les fonds aux côtés de la CdP ou à travers la CdP ;
- Les fonds en rapport avec le suivi et l'évaluation pour mesurer l'impact des résultats et des pratiques de la CdP ;
- A court terme, il y a nécessité de compter sur un soutien volontaire de la part des individus/organisations qui en sont membres et des institutions, organisations et agences qui en sont partenaires (CIRGL et le PNUD notamment).

LES PRINCIPALES TACHES

La CdP accomplira les tâches clés suivantes, après la finalisation et la validation des présents TdR :

Prochaines étapes immédiates:

- ✓ Adopter et mettre en place une plateforme en ligne ;
- ✓ Rédiger et envoyer une invitation à tous les participants actuels et potentiels à rejoindre le groupe sur la plateforme ;
- ✓ Finaliser les TdR avec les contributions des membres actuels de la CdP ;
- ✓ Encourager et contribuer au partage des ressources sur la plateforme (par exemple, les rapports existants et les publications sur la recherche, les politiques, les documents, les histoires et les bonnes pratiques dans la région des GL) ;
- ✓ Identifier les principaux points focaux nationaux en RDC, RCA, Rwanda, Burundi, Ouganda, Tanzanie et Kenya.

Plan d'activités à 3 mois:

- ✓ Partager les TdR avec les personnes participantes ;
- ✓ Continuer à chercher des moyens de mieux faire connaître la CdP sur la médiation Interne et inviter d'autres praticiens à s'y joindre ;
- ✓ Identifier et programmer un calendrier pour les prochaines étapes et le diffuser.
- ✓ Développer un calendrier d'événements à travers lequel les membres du groupe seront informés des événements à venir.
- ✓ Appui aux institutions Nationales de DDR à travers le renforcement des capacités techniques sur le besoin de la médiation interne dans les processus DDR.

Plan d'activités à 6 mois :

- ✓ Poursuivre le suivi de l'invitation par courriel adressée au groupe actuel de la CdP, avec le lien permettant de s'inscrire au groupe de la CdP en ligne, et demander aux participants de continuer à encourager les autres à rejoindre la CdP ;

- ✓ Partager les liens en ligne avec les groupes de référence et envoyer des bulletins d'information et des envois postaux aux organisations clés ;
- ✓ Assurer une communication régulière avec les participants actuels et les organisations clés ;
- ✓ Créer une liste d'invités clés (personnes/organisations/entités) dans la région et les pays ;
- ✓ Organiser des webinaires tous les deux mois avec d'autres acteurs (OSCs, PNDDRR, services de Sécurité et les chefs locaux);
- ✓ Explorer les possibilités de contextualisation et de localisation des activités de la médiation interne (par exemple, étude analytique et/ou analyse de situation sur la médiation interne dans la région des Grands Lacs, etc.) ;
- ✓ S'engager auprès des gouvernements et des donateurs pour promouvoir la sensibilisation au développement de la CoP de la médiation interne et sensibiliser les différentes parties prenantes à la médiation interne et à ses priorités ;
- ✓ Mettre en relation les personnes, permettre un dialogue ouvert et partager les intérêts, les points de vue et les idées entre collègues/pairs impliqués dans les pratiques de médiation, en fournissant un espace pour partager les meilleures pratiques, les leçons apprises, les méthodologies et les données dans les pratiques d'engagement de la médiation interne ;
- ✓ Renforcer la coordination de la médiation interne en contextualisant les normes ou les standards et interventions globales à travers les bonnes pratiques et les recherches innovantes dans les domaines de DDDR et de la médiation interne au niveau local, national et même régional.
- ✓ Appui aux institutions Nationales de DDR à travers le renforcement des capacités techniques sur le besoin de la médiation interne dans les processus DDR
A long terme :
- ✓ Créer un système d'alertes précoces (Community Alerts Network « CAN)
- ✓ Organiser les focus groups communautaires pour collecter les alertes sur la prolifération des GAs y compris les causes et solutions appropriées et partager avec la CIRGL à travers les systèmes d'alertes existants.

LES COORDONNÉES DES POINTS FOCALX :

Vous trouverez ci-dessous une liste des contacts actuels de la CdP Médiation Interne :

Nom	Titre/Rôle	Informations sur le contact
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**Notez que cette liste doit être finalisée et mise à jour régulièrement.*

Experience Sharing Workshop on Insider Mediation for DDR/RR



17-19 November 2022

Radisson Blu, Upperhill

Nairobi, Kenya



i. About the Workshop

The Experience Sharing Workshop aimed at sharing experiences and enhancing the understanding of insider mediation with a focus on Disarmament, Demobilization and Reintegration. Specific objectives of the workshop included: To establish a common understanding of insider mediation and Disarmament, Demobilization and Reintegration; Synergise experiences of Insider mediation for Disarmament, Demobilization and Reintegration including learning best practices, and; To establish entry points and cross-cutting interventions for meaningful engagement in peacebuilding activities and participation in the Great Lakes region.

ii. Welcome and Introductions

UNDP Governance and Peacebuilding Analyst, Ms Pezu Makwakwa led participants through a brief introduction. Each participant stated their name and a brief mention of engagement with the GLR.

iii. Abbreviations and Acronyms

ADF	Allied Democratic Forces
CAR	Central Africa Republic
CBI	Community-Based Integration
CBR	Community-Based Reintegration
CCG	Contact and Coordination Group
CoP	Community of Practice
CSO	Civil Society Organisation
DDR	Disarmament, Demobilisation and Repatriation
DRC	Democratic Republic of Congo
EJVM	Expanded Joint Verification Mechanism
FDLR	Democratic Forces for the Liberation of Rwanda
GLR	Great Lakes Region
ICGLR	International Conference on the Great Lakes Region
IDP	Internally Displaced Person
IM	Insider Mediation
M23	March 23 Movement
MONUSCO	United Nations Organization Stabilization Mission in the DRC
NGO	Non-Governmental Organisation
OCHA	Office for the Coordination of Humanitarian Affairs
RR	Resettlement and Reintegration
UN	United Nations
UNDP	United Nations Development Program
UNESCO	United Nations Educational, Scientific and Cultural Organization

The Workshops Proceedings

1. Experience Sharing Workshop on Insider Mediation for DDR/RR- DAY 1

1.1. Opening Remarks

Mr Jean-Eudes Bisonga, Director for Peace and Security, ICGLR officially opened the Experience Sharing Workshop. He noted that the objective of the meeting was to share experiences in insider mediation. Participants were at different levels in their dalliance with insider mediations and the workshop was a perfect opportunity for learning to take place amongst those present through the exchange of ideas and their consolidated experiences.

Mr Bisonga said, “We have some people who are more experienced than others and others who have come to learn. This is an opportunity to energise ourselves with those experiences.”



Jean-Eudes Bisonga

He added that the forum would help establish a common understanding in (insider) mediation. He pointed out various participants whom he noted had wide knowledge and varied skills in mediation. He acknowledged that learning was a continuous process and cited his experience in mediation in Central Africa, which had boosted his knowledge culminating in mediation at the African Union level.

1.2. Experience in Disarmament, Demobilization and Reintegration (DDR), OSESG-GL

Mr Dohotie Coulibaly, Political Affairs Officer on Security Cooperation of the Office of the Special Envoy for the Great Lakes Region (OSESG-GL) told participants that he would share two experiences, namely: strategic mediation between state actors, and; being an adviser to MONUSCO.

He traced the genesis of the Contact and Coordination Group (CCG) to a Leaders Summit in Kinshasa that urged for reflection on a new model to deal with armed groups, specifically the neutralisation of negative forces in Eastern DRC. This kicked off a series of meetings and technical consultations that resolved to bring on board the intelligence services to address the situation. Five countries involved were the DRC, Rwanda, Uganda, Burundi and Tanzania, all of which were affected by the crisis in Eastern DRC.



Dohotie Coulibaly

Mr Coulibaly noted that it was agreed to examine the outcomes of previous military interventions or to draw up the various lessons learned. At a meeting in Dar es Salam, it emerged that while military operations were successful, they were followed by a resurgence of the conflict. Hence, it was necessary to incorporate non-military interventions. This would mean involving the communities- men, women, and the youth in the processes, and civil society groups. This culminated in the establishment of a contact and coordination group (CCG).

The CCG's terms of reference would be later adopted in Nairobi as well as the terms of reference (ToRs) by the ICGLR, he added.

A plan of action drawn up in

Burundi in 2021 effects the CCG to have an Operational Cell (comprising of 11 experts and a coordinator) to be deployed in Goma, DRC with the aim of neutralising negative (armed) forces.

He observed that the CCG was tasked to engage in mediation with the aim of getting solutions to the crisis in Eastern DRC. He averred that despite the military interventions and bilateral negotiations failed to bear fruit. He sounded optimistic that credible solutions would emerge through the current regional interventions and were likely to bring the crisis to an end.

And turning to (his) second experience, Mr Coulibaly recalled receiving a call in 2017 from the leader of the military segments (in the DRC) requesting to meet “us as DDR so as to negotiate a few things”. His family too had sent in word that he was growing weary of the war and wanted



out. Mr Coulibaly said they maintained contact for about a year until when the militia leader asked to meet up with the MONUSCO team in his (rebel) Mutongo barracks in North Kivu.

An intricate and “very risky operation” was hatched and over near misses and several roadblocks, Mr Coulibaly and team managed to pick up Mr Ntabo Ntaberi Cheka, the founder and leader of the Nduma Defence of Congo/Cheka who had sought the surrender. Pointedly, Mr Cheka and his militia are accused of among others, murders, maiming, kidnappings/abducting, raping and recruiting children into his fighting units, as well as pillaging during attacks on such infrastructures as schools and hospitals. He had a warrant of arrest from the DRC government even though his main fear was his family’s safety. MONUSCO managed to secure his family and put it with him in its aeroplane. His involvement with high-level political actors in the Great Lakes region was some of the many secrets that he carried and it was not of interest to many actors in the DRC conflict that he surrenders, Coulibaly noted. He added that Cheka had the morbid fear he would be handed over to the FDLR or other parties and be decimated. He even carried a grenade with him “just in case MONUSCO betrayed him- he would blow himself and everyone else up rather than be killed.

Mr Coulibaly observed that eventually, Cheka was handed over to MONUSCO authorities in Goma and on to the DRC authorities. His family is secure and well catered for (settled in Uganda) as Cheka awaits his day in court to face justice.

He added that the experience was an opportune moment bearing in mind participants were discussing mediation.

Discussions

Q: What do you do so that the contact groups are not always seen in the office, and are not always diplomatic, for us to feel the work they are doing on the ground?

A: I completely agree with you. we want to do all that is possible so that we create an atmosphere of trust for them to return to their respective homes. This is part of our work and we will now move into direct contact with those groups.

The Operational Cell should be in contact with the leaders of all foreign armed groups. Countries of origin of those armed groups should be able to contribute to that effort (repatriation and resettlement). MONUSCO and DRC have done it, and the other countries should follow suit- that is why the Cell has two experts per country. E.g., Experts from Burundi will have to get commitment from their country; we do know the situation in Burundi has improved.

And be rest assured the CCG will soon hit the ground- start working and the dynamics will change.



Q: What do you -as the UN- think of the group M23, and how do you think can we stop it, and having its resurgence as M23-2 now? Today, they are an armed group, a terrorist organisation causing havoc in Eastern DRC.

A: This is a very delicate question, M23 has indeed had resurgences. Regional leaders are consulting and they will come up with a sustainable solution to the (M23) problem. Our office has some ideas- that I cannot divulge here- it will submit to the leaders for their consideration and to come up with solutions. Notably, women and children are bearing the blunt of the M23 insurgency.

Q: Thank you for enlightening me. I live in Kinshasa and there, we are told the UN is there to stop armed groups. Now I know you are doing a lot, and as is evidenced by having the armed group leader- Cheka in prison. You risked getting a bullet to reach him.

What is the mission of MONUSCO in DRC? And how can the UN mission be rendered credible across DRC?

A: Yes, I agree the mission to get Cheka was a risky one. Sometimes the UN personnel risk a lot. The MONUSCO repatriation exercise has achieved a lot. By the time I left, it had repatriated about 37,000 people- ex-combatants and their dependants, to Rwanda and other countries.

One challenge is that once they are repatriated, they start recruiting for combat- it is a vicious cycle. But you find there is work that has not been done, at the level of DDR. You see, we disarm people but they regroup and get back to the battlefield. For me, negotiating with armed groups calls for a very sound DDR program to be in place, that is to rethink the current DDR approaches. At Mabiru, you will find people who have been waiting for DDR for one year! This calls for the joining of hands to effect the DDR program. And it requires inter-community dialogues with the various armed groups followed by collective disarmament.

We also need to improve on our communication which we sometimes do not communicate much. This calls for communication of the little we have achieved and to consolidate the same. Some things need to be carried out, and a solid stable DDR is part of the solution.

Comment: From what you have shared. It is evident you are doing a lot on the ground, even carrying out very risky operations that can cost your lives. And as you mentioned, women and children are indeed the most vulnerable population in armed conflict situations. Thank you for your interventions on the ground, it gives hope to the people and there are lessons to be learned.

A: I think women's organisations (in the DRC) need to have a structured approach. The Operational Cell to be deployed to Goma will work with women's organisations, CSOs,

Q [Emery]: I am privy to the story of Cheka- I know a lot of his information, having done a lot of work in relation to the Cheka situation and his human rights violations or atrocities. The local community advised him to leave. But still, some of the people felt MONUSCO took away their



leader in the exchange of implementing a road project there in Mutongo. I was in Mutongo carrying out mediation when you took him away.

There are also concerns- are you not honouring your word- to take him to court?

A: It is also a challenge that the road project was never implemented. The project involved recarpeting the road to Muambundu from Mutongo to facilitate the movement of the population. Though the project was still in the pipeline, some people thought it was not necessary.

Recently, it emerged an NGO is doing the roads, and we never wanted to duplicate the efforts. It is serious problem that due to procedures within UN, we are not able to compensate communities as promised.

Q: *I am trying to understand- with Cheka was taken away, other groups are likely to engage in violence with caution, with reduced intensity. The demobilisation of the FDLR forces in 2011- they were about 10,000 in number and about 4,000 in 2019, meaning a reduction that can be attributed to MONUSCO. This means therefore that if there is an efficient DDR program, and the government commits to training those people, that would give a better outcome as opposed to military intervention.*

A: Thank you for the illustration and clarification on the promised project. It has also been pointed out what MONUSCO can do and what can be improved. Unfortunately, there was no follow up on what had been negotiated [with the elements] in terms of the project after some people left (myself and the head of the office then who had authorised that mission). But once the opportunity presents itself and I will be in MONUSCO, I will raise the issue.

Emery is right that the military/armed group had been weakened because we are hoping to have contact with FDLR of around 150 persons. I think we need to come up with a very good approach; the impact has been reduced, and even if the M23 crisis gives the impression that we are back to the beginning, some progress has indeed been made.

Q: *Last week, I discussed this with the Civil Affairs department. They talked about commitment from MONUSCO sites where they were located. E.g. from Limba where bases have been closed, there are commitments, and very soon, Ndamanga and other zones where we have MONUSCO bases. That issue depends on the trust of the community. I don't know if you see the risk of exposing the community because the MONUSCO sites are high-risk zones and they are occupied by armed groups. Isn't this a negation of the Do not Harm principle with your leaving the sites even as you are committed/expected to be in places where armed groups are?*

A: I do not think you understand the situation. MONUSCO is still in charge even if it has retreated. This does not cause any problem. There have been discussions between MONUSCO and the government for a progressive withdrawal. Personally, I encourage you to continue engagement with the provincial authorities so that any withdrawal is compensated for by the government. I also

encourage you to engage the government and MONUSCO to explain how to deal with the concern at the national level.

To conclude, the work done in the 5 countries I have mentioned is to strengthen reintegration programs in their countries, because without reintegration, the ex-combatants are likely to fall back to armed activities. It is also up to the group to follow up to see to it that those repatriated do not end up in prison.

1.3. Ms Liberata Rubumba, DRC

My name is Madam Liberata Rubumba Buratwa. I was an administrator in Rutchuru Region between 2008 and 2018. I am a human rights activist. I am the President of a women's organisation called Action Programme for Women (PACOFED) which advocates for the rights of women and girls besides running advocacy campaigns at different levels.

I started activism in 2005 and a year later we kicked off a sensitization campaign of the rebels led by Laurent Nkuda to campaign for their

dropping their quitting armed conflict in favour of peace and development of our province. We talked to Nkuda and his rebel group asking them to seek an audience for his demands with Kinshasa. He sent us the message that he was ready for negotiations with the Kinshasa government if the latter availed the chance. For us (our organization) we were happy with Nkuda's willingness to drop arms even though the government did not accept the overtures.



Liberata Rubumba Buratwa



We never gave up on our peace advocacy campaign. Our efforts paid off when Kinshasa acquiesced to a conference to address peace, security and development in the provinces of North and South Kivu. We participated in the 2007 conference planning and actual deliberations. Indeed, women played a critical role in the meeting and joined various committees involved in the deliberations. In 2008, we have also engaged advocacy campaigns that led to a follow-up peace conference in Nairobi.

In 2016, we carried out other activities among different militias Mai Nyatuu, Nyamirima, Mai of Kibirizi, Tura, Nyanza and Katsiru. We especially targeted the young people with our peace messages telling them we, the women were tired of the war as we urged them to drop their insurgency. We managed to see to resettlement of some of them within the community.

From 2018 to date, we have intensified our peace advocacy mission among the armed (militia) groups, urging an end to the recruitment of children into the fighting ranks. We stress the need of these groups (the majority of them are foreigners, however) to lay down their arms for peace. Though we may not seek out foreigners (armed groups) at the national level (within DRC), we continue with DDR program activities at the GLR level. It is our hope we will merge our efforts, for we need peace in our regions.

Comment: You have touched us for your being close to vulnerable people during the conflict. I thank you for this.

Q: You assumed some political role as administrator of a territory. How did you marry the humanitarian duty and the political role, more so with political work being a very maligned and hated role in the DRC?

A: I started activism in 2005 and was named administrator three years later. As an administrator, I carried on my civic duty- these were my roots. I was involved and represented women's interests, engaged many women in administrative duties, and had many participate in peace and security meetings. All through, I had women by my side supporting my activism, as I encouraged them to speak up about their issues. It was in 2008 that I left the administration duty to join the civil society movement.

Q: it is challenging- you are working in DDR with all the apparent risks to women in the field. Given the scenario in DRC, what mechanisms have you employed to be able to work in DDR?

A: We are in partnership and collaboration with the local leaders who know the territory very well, and the children in the armed groups. We sensitise the community and especially the children's parents. The women know who the combatants in the field are- and we engage them in Focus Group Discussions on this. They give us lots of information about these children, and we disseminate messages based on this information via radio. We encourage children to disarm and return to the community to help in nation-building.

1.4. Col Hassan Hagabimana, Burundi



Col Hassan Hagabimana

My name is Col Hassan Hagabimana, working for the police in Burundi. I am an expert in security, and a member of the national Coordination department [Contact Coordination Group (CCG) that is set to be based in Goma, DRC to address the question of the negative foreign forces causing instability in eastern DRC].

I will narrate my experience in the period 2011-17 when I was deployed to Code Ivoire with the UN Mission in Cote d'Ivoire (UNOSI). In Cote d'Ivoire, I was the focal person for the DDR section and participated in many DDR activities at the local level. I had a tough experience because the ex-combatants who had been demobilised and chosen to leave their past life did not stay long outside of active war. They went to business, such as buying motorbikes to help in their small business

activities. But for those whose varied business did not do well, they took an about-turn. Upon failure of the income generating activities they had engaged in, they started regrouping and led armed attacks in the community which created insecurity in the area. I was in the northern region of Buna, at the border with Burkina Faso and Ghana, and the ex-combatants had their project going on there.

The militants that chose to be reintegrated into regular disciplined forces had challenges- they were used to having lots of money from such illegal activities as theft and ransom. And even when they were recruited into the army, they continued the same illegal activities like putting up roadblocks for extortion. Those were challenges in reintegration- they were integrated without any training in income generation.

In terms of repatriation, we found there was in DDR- they were supposed to be monitored but each went back to their villages and to find themselves in a strange environment. They were treated with suspicion. There was also a lack of funding. The donors were no longer sending enough money to take care of the ex-combatants. Indeed, this led to the collapse of the DDR process. This was my experience at the international level- during my UNOSI stint.



In the GLR- I participated in many planning meetings for the involvement of negative foreign forces who were in Eastern DRC. As part of our (CCG) planning team, recently, in April 2022, we met and came up with an engagement strategy in Naivasha, Kenya. The strategy was approved by (security and) intelligence departments from five countries- Burundi, the Democratic Republic of the Congo (DRC), Rwanda, Tanzania, and Uganda. These are the countries involved in peace overtures for Eastern DRC.

Our mandate is drawn from the Addis agreement¹ that Heads of State set up this segment. We have started our work in the DRC and made contact with the local authorities. In October, we had a reconnaissance and contact mission in Uvira, South Kivu. Later we undertook another mission in Ituri, North Kivu where our operation will be based.

As of now, we are waiting for the deployment programme to Goma, where we will work with everyone in charge of organisations at local and sub-regional levels to ensure peace and stability in the Eastern part of DRC.

Discussions:

Q: With regard to DRC especially in the Southern part where I come from and where tension has reigned for many years. Now we are members of the East Africa Community. What would you say as an expert with experience from different countries- how do you marry the operation on the ground and what you have called the operation strategy (for the Operation Cell) even as your operations and actions are coming after launching the operation; and it is believed that (local) communities were not sufficiently involved, yet they are very integral for the success of the operations?

A: Well, we are having (military) deployment to Eastern DRC from a regional (military force) from EA. But for us, we have a non-military approach. The Operation Cell was approved by intelligence services from five countries in June 2019 in Bujumbura. The Cell was supposed to be deployed to Goma in December 2021 but due to lack of funds, since it was launched, and until now it has not become operational on the ground.

The military operation was launched by the Heads of State from the region. Their military and our non-military approach will work well, and once we get to the ground, there will be work to do. There will be foreign armed groups on the group who will come to us [escaping the military operation]. It is then the cell will try to identify and seize the group. We will be involved with foreign ex-combatants so we can repatriate them to their countries of origin (home). At the local level, there is a PDDRS program that will take care of local groups. So, there will be an aspect of complementarity between the mechanisms- be it for the cell or the DRC program.

¹ A Peace, Security and Cooperation Framework agreement for the Democratic Republic of the Congo (DRC) and the region was signed in Addis Ababa, today, 24 February 2013



In Southern Kivu, we explained to the community our main mission-to contribute to peace in the Eastern part by repatriating foreign armed groups engaged in crime in the region. We (have) told them it (repatriation) is a voluntary process.

Q: Since you are from a non-military component, have you thought of working with regional mediators to help fill gaps in communication with people you are not able to reach out to?

Most of the structures when in place recognize only the military (armed) operations, often forgetting the victims of displacement who flee out of fear as is very rife and real in DRC. I would wish to request and recommend to you to work with women. We, the feminists are proposing a gender component to what you are doing, and we have lots of gender experts in DRC you can rope in if need be; otherwise, you might leave out the women, young and vulnerable people (groups) which would be rather unfortunate. This may compromise the DDR process as well.

And please tell us if there were lessons to borrow for use, from Central Africa.

A: the Operational Cell will work with many partners indeed. When we carried out a mission in North Kivu, many partners were involved, such as young people, women, leaders, CSOs, etc. We shall work with everybody in Eastern DRC, and nobody will be left behind. It is a non-military approach and we will always be with you. We have a gender component in the strategy; and in the armed groups, we have young children, women...

For the displaced persons, we are working jointly with MONUSCO, and there is a component therein taking care of different aspects on the ground [including varied groups, gender included].

1.5. Maj. Abert Nomwesigwa, Uganda

[Facilitator: *Maj Abert is a military and security expert, participated in many missions such as counter-agency to the Uganda's LRA, disarmament operations in Karamoja [cluster], peace-keeping missions in Somalia, and currently a Security Expert in CGG to be deployed to Goma, DRC to apply the non-violent measures towards resolving foreign armed negative forces in Eastern DRC]*

I am Maj. Abert Nomwesigwa a Member of the Uganda People's Defence Force (UPDF); the successes of the UPDF are due to two things- military offensive operations and psychological operations. From our analysis, we realised that the weapon destroys the body but the word softens the mind. Therefore, we opted for psychological operations whereby alongside the military operations, we are delivering messages of hope to the forces we are engaging.



Maj. Abert Nomwesigwa

The result is that some of those negative forces who have received these messages come to us and we reconcile- it helps in weakening the other side. This makes the operation simple.

In our operations, we have received some of the best commanders engaged in conflict zones who surrender weakening their force. For example, in dealing with the Lord's Resistance Army (LRA) fighting our government, we applied psychological operations and won over very good commanders, until the LRA leader, Joseph Kony started eliminating (his own) commanders in retaliation to their surrender, and this marked his end. And in Karamoja, we applied non-forceful disarmament and we recovered more than 38,000 weapons with minimum damage, that is because we applied psychological operational engagement of enemy forces.

In Southern Kivu, we [CCG] had a successful operation (in October 2022). We are in Uvira and Bukavu areas. While overflying South Kivu, I realised that the use of military put will push the

negative forces further into hiding. But soft words through the natives will bring those forces closer. Our mission was to engage government officials, from the governor down to the chiefs.

Our message was that if we meet these people [in the conflict zone], our next phase is to meet the people at the lower level. By this time, those at the higher level will have delivered our message to the lower level. Therefore, it will not be very hard to convince them to work with us.

As CoP and mediators, without the support of the local people (communities), you won't ever succeed. Inclusivity is a very pertinent principle. In South Kivu, we tried our best to engage all armed groups we thought were relevant to our operation.

On gender sensitivity- most CSOs in Eastern DRC are female-dominated. I assure you we did our best to meet them. We also met youths, and organisation leaders and we are hopeful our messages were delivered.



Discussions

Q: I am glad you took the time to talk to the women and population at large- this is essential as problems stem from the population. So solutions come from the people. As for the UN Security Council Resolution 1325, were you ever introduced to the document when you entered into DRC- as it covers the participation of women in those missions? Do you have females in your [CCG] and at what levels/positions- nurses, or?

A: The CCG is a new group yet to be deployed in Goma. Currently, there are 11 experts and a coordinator deployed by the Office of the Special Envoy for the GLR. To be sincere we are all men; however, it is yet to be fully constituted and more personnel are needed. That is at the Office of the Special Envoy, and the issue (gender perspective) was raised. Once we swing to full operation, it will be gender balanced.

Q: I am happy to be involved as a stakeholder in the security sector. As civil society members, we need to work with and have the interest to collaborate with you. Regarding North Kivu, we, as peace actors had a contextual analysis in a meeting on the situation in Rutchuru- where there is massive displacement of people and the corridors are closed putting the community at risk. As an Operational Cell, is there a mechanism to force out militia involved in the conflict? There are massive human rights violations leaving the population in great vulnerability. Have you thought of invoking the International Human Rights/Humanitarian Law and sensitisation on the same on the ground?

A: CCG was created to apply non-violence in the resolution of conflict created by foreign armed groups in DRC. And for your information, an EA force has started landing in the DRC to work on that (military intervention). In our case, we are engaged to neutralise the so-called negative forces, e.g., for those who escape the fire, we shall receive them, rehabilitate, and repatriate them so that peace is created in the area.

Comment: For those keen on gender representation in the CCG, you can write a memorandum for women (especially on peace and security) via the ICGLR secretariat. We need at least 3 or 4 women to join the already 11 men at the CCG.

Q: You say you will set up an office in Eastern DRC to understand how the militias work. About the militias, before this did you consider the root cause of those militias that are attacking the local population? Unfortunately, we do not even know why these foreign forces are attacking the local population there.

The local groups have been demobilised and reintegrated in military. However, for the foreign forces, we are trying to get the root causes of their aggression.

A: Indeed, we do not know the root causes of the foreign militia's attacks on local population. We are not yet fully established in Goma; but we have carried out the contact and reconnaissance mission- we are done with South Kivu. We are supposed to carrying out the reconnaissance



mission in the three provinces of North Kivu, South Kivu and Ituri province, the areas that will be our operation provinces.

While in South Kivu, we engaged all groups we felt are relevant, and we received good information on the root causes. As mentioned earlier, we engaged the leaders at higher levels so that they can sync the message with the lower levels. I assure you we shall now be moving to engage the lower levels and talking to everyone on the ground. Information is power, without it, you can do nothing. We are not leaving any stone unturned. We shall involve even the firewood fetching age children. We may bypass them and miss out on critical information- you know the boys and girls fetching firewood meet these people. And the insurgents sit down with these children, trying to recruit them into joining them.

You never know what information we could gather from the young ones as well. And if we deliver our messages well, these boys (and girls) could end up convincing the insurgents to come to this other side- that “if you are suffering in the bushes, there is a good package for you on this other side” and they come and we resettle them by ensuring they are repatriated and sanity is restored in the DRC.

We hope it works.

Q: It has been and proven successful to use the Mufti (Islamic clergy) to pass messages to the Allied Defence Forces (in Uganda DRC) - specifically in the Muslim-dominated areas. The messages have been effective to reach the rebels and help them understand Islam better. Is this tactic still being used in Uganda?

A: Religious leaders are very important in peace building, negotiations and creation. In our efforts to create peace in the area of operation (Western region), we have tried our best to meet all the religious leaders- Protestants, Catholics, Muslims, etc. Uganda is still applying this method- the Mufti try to deliver- but this is not appropriately done deep into the bushes.

However, as we get into North Kivu and Ituri, we shall through the religious leaders- the archbishops, the Muftis ensure delivery of those messages (of peace and reconciliation) and which we are certain will be passed on to the entire Christian and Muslim population across the provinces.

1.6. Julienne Bamurange, Rwanda

[Facilitator: Julienne is a field officer with the Inter-peace funded Cross Border Dialogue for Peace in the Great Lakes Region project for Community Reintegration. She has 16 years of experience in women and youth integration]

As mentioned, I am a field agent with 16 years of experience in the integration and reintegration of young people. Every parent's mission is to see their child grow up physically and intellectually for a dynamic, bright and productive future in society. We - our organisation - work in five

programmes - education; peace; sports, culture and arts; capacity building, and socio-economic programmes. Our DDR centre is based in Mutobo, Rwanda.

The education programme aims to help young people, women and families from low-income groups and to sensitise young people to acquire certain skills and reduce illiteracy levels to propel them towards socio-economic development.

After training the young women, we send them to centres and organisations that then take care of them. For others, we also send them to live with their families. Approaches include literacy programmes through the arts, sports and culture. We have

sports teams such as the athletics team, and we also engage in theatre work and dances.

The regional programme aims to contribute to peacebuilding, by building the capacity of young people in peace-making. And to strengthen the network, we have cross-border, intergenerational and intercultural activities. There are such approaches as film, public speaking, and debate programmes, at the school level (primary and high school). We also organise peace camps and invite young people from Rwanda, Burundi and the DRC. We have chosen a country where their young people spend up to a month together to share their experiences and discuss peace and mediation. At these gatherings, we also perform theatre clips and the actors will stop for the audience to discuss the presentation themes.

We also have a peace education programme in Goma, which is sometimes held in Burundi and Rwanda. There are also visits called Omoganda where we build houses for vulnerable community members. In addition, there are media programmes to help young people manage their ICT tools in a positive rather than a disruptive way.



Julienne Bamurange



We also organise listening groups and critical reflection sessions. For war victims who have been injured in conflict areas, we have rehabilitation programmes where they are accompanied by psychosocial counselling and physiotherapeutic procedures.

To accompany peace processes, we have the capacity building and development programme in which victims of conflict are supported through socio-economic development programmes. The beneficiaries are trained and assisted in setting up income-generating activities as well as through various poverty reduction activities. Within this framework, there are three approaches, namely training (in business management); Peace Education (to help manage what they have received), for example from 2012, 120 groups (of youth, women and others) have taken up loan management with some of the members taking up cooperative management, aiming to build the capacity of the youth in investment and savings Culture.

There are also challenges in mediation. These include the challenge for young people to impose mediation on the adult population; insufficient equipment or provisions in income generation programmes (they are equipped with knowledge but do not have the equipment to use for their personal wealth creation ventures). If trained, young people would help pass on the learning to their peers. There is also a lack of demand for young initiatives.

We are based in Rubavu and are ready to go out and replicate the programmes across the country because there is not enough funding to do so. We also have a programme dealing with the plight of rape and survivors of gender-based violence.

Discussions

Q: Currently Rwanda is a peaceful country; you have invested a lot through the framework of DDR. Eastern DRC is a victim of aggression. As an actor from the DRC CSO, are there no efforts on your part that you are carrying out to group together all the strengths so that we can mobilise all the civic actors from Eastern DRC? You have talked about Northern Kivu but I didn't hear concrete actions that you are carrying out, especially with regard to the current crisis. I believe all of us have a duty to pool our strengths to improve peace and security situations.

With regard to ex-combatants FDLR scattered in Eastern DRC, reports have it that there are elements who fear going back due to transition justice. I do not know what you plan to do because within FDLR, are people who have not committed genocide and children as well. They need to be supported. But for their having certain ideology, they can be afraid of repatriation over fears of getting persecuted. What are doing about the FDLR and messaging them?

A: You are saying Rwanda is calm, but in reality, it is not, because we are neighbours. We are based in Rubavu, and when we meet other organisations, we like saying Goma and Gisenyi are joined at the hip. When you are suffering, we too suffer. And recently, we had a session for women and we vowed we won't keep quiet. And we cross the border to meet women who were in the same session. We agreed we need to raise the voice of women for their promotion. We concurred



that the voice of women engaged in insider mediation in the GLR should break the cycle of insecurity in the region. This is because these are our husbands and/or our children causing trouble.

As women, we have kept quiet and are now suffering and it is time to raise our voices- we must not keep terrorists in the house. We have to speak the truth, we have to speak up for sustainable peace, and for us to change history.

[on FDLRL...] We have a culture of 4 branches- education section to show the situations in Rwanda and Congo and pass on a message. And there are other organisations that are in charge of that.

Comment: [Ken] I must congratulate DRC for being the second country in the continent to launch the National Plan on Youth, Peace and Security. This emanated from the 2020 Summit where one of the deliverables from the Heads of State was to come up with a regional Action Plan on Youth, Peace and Security in the GLR. I pushed that agenda to the Summit and they accepted. DRC took up the issue and launched theirs on August 12 (2022) during International Youth Day.

This is clear that if you (DRC) came up with a clear roadmap on an issue to take to the ICGLR or the CCG, and even to AU for your support, and say the problems in the DRC will be solved by the Congolese, it can be done.

Response [Maj Abert]: CCG is a brainchild of the 5 heads of State (from DRC, Tanzania, Kenya, Uganda and Burundi) under the chairmanship of former President of Kenya Uhuru Kenyatta. They discussed and tried to analyse the causes of the foreign forces in Eastern DRC. Upon getting the causes, the presidents committed themselves to receive the foreign negative forces in Eastern DRC without political conditions, if they are ready to reform, they are disarmed and repatriated. So, as we start our work, so long as we receive any force to be repatriated after disarmament, the receptive countries are ready to receive them.

Response [Kennedy Walusala, Kenya]: this is the opportune time for organisations in South Kivu and North Kivu to tag onto the National Action Plan [a lot is being done on women and youth, peace and security] and push for the national agenda in the Action Plan so that you have your own provincial Action Plans on youth, peace and security to help work with all the partners.



Kennedy Walusala

Q: Mine is a suggestion, for the civil society actors to work in solidarity to ensure the Heads of State's commitments are felt on the ground. That is, solidarity to carry out advocacy at the level of heads of State. No one can ignore us as whistle-blowers in the DRC. At the end of this forum, we need to come up with a call for action to see how we can push the Heads of State on their commitments.

A: The situation in the DRC evokes memories of a Sunday school song which we have sung in December calling for assistance for a child born with disabilities. While we may not sing the song in Rwanda this year, we will seek out other organisations with a call to help out refugee children.

Comment: Participant, MONUSCO: I was not talking about transitional justice in Rwanda but about the ex-combatants who are returned to the country. We are in the department charged with repatriation matters- when the children, the women ex-combatants arrive, we hand them over to the Commission.

For us at MONUSCO, we follow up on the process to see how these people have been reintegrated. For most of these people, we meet them. There are few of the combatants taken to Transition Justice unless they have committed crimes before they are repatriated. But for the young ex-combatants, there are fewer cases that we have recorded in (Eastern DRC). Speaking to the Transitional Justice system, being taken to the system may be formal or informal.

Our messages will still sensitize those who are in the forests. We collect the messages and disseminate them through mobile radio (that cover beyond 50 square km). That is how we work with the Commission.

A: The youths have various challenges. In this internet age, they are taken advantage of and conned with money they give with fake promises for jobs, others find their way into terrorists, having been manipulated out of their desperate situation. For the moment we are training youth to avoid manipulation through social media.

1.7. Ambassador Eliane Mokodopo, Fem Wise Member, Central African Republic (CAR)

I come from the Central Africa Republic, a country that has been in conflict for many years. My experience in CAR is relevant to the (GLR) region. I have led the Directorate of Women and Youth; My role as an activist started when I was elected Secretary General for a Women's Organisation in CAR, a role that sought to bring all women and youth together. At the time, I was involved in several activities at the local and national levels and speaking at different conferences at the national and international levels. It is in these meetings that such events as the Signing of the Banjul Charter.



Ambassador Eliane Mokodopo

In 1996, I was appointed Minister for Social Affairs and amongst other responsibilities, I was also tasked to attain non-military solutions to conflict. Thereafter, I was also appointed Minister for Women, we organised protests and demonstrations to sensitise the people on women's interests. We also led our campaign for sensitization among communities and the military.



In 2003, there was a coup d'état occurred and a national dialogue was organised. I was elected Vice President of national activities that involved the promotion of dialogue. In 2012, there was an invasion of the Seleka rebels that touched off a civil war, involving the government, rebels from the Seleka coalition, and Anti-balaka militias.

I was then a member of a consultative committee engaged in peaceful conflict resolution which was followed by my appointment as ICGLR Regional Director of Women and Children. In this period, we organised advocacy missions in Burundi, CAR, and DRC and to cap it, we organised a 3-day meeting of women of Burundi in Addis Ababa, Ethiopia to help them participate in dialogue meetings taking place in the region. Further in the context of peace dialogues, we organised peace meetings in the GLR.

In 2018, as a member of FemWise-Africa, I was tasked to develop a regional action plan in tandem with UN Resolution 1325. This was in recognition of the fact that there is a challenge of communication between communities on one hand and the authorities and armed groups on the other. This was aimed at enabling women to be part of decision-making processes, giving them capacity in legal tools and instruments. This was in cognisance of the realisation that many protocols and treaties had been signed and not implemented.

Coming from a background characterised by Muslims-Christian conflicts, military operations must engage communities, including women and the youth to promote peaceful conflict resolution and coexistence.

Discussions

Q: What lessons can we learn from CAR on women and peace building?

A: In the days of the short-lived Empire, the Emperor named a woman leader in honour of women. Currently, we have women in all ranks within government, It is always strategic to have women in all sectors. The empowerment of women in CAR started many years ago. Women's emancipation starts with political will, upon which women are involved in development for the good of individual women and the entire society.

The role of women has been emphasised over the years, done through the sensitization- of families, communities and religious groups. Consequently, women have not been left behind in drawing up policies, laws, partnerships, declarations and treaties.

Q: Owing to the challenges you mentioned, what steps did you take to create the link between communities and government and armed groups? And what responses did you receive in the resolution of the conflicts you have been addressing?

A: To overcome the challenge of communication, we employed dialogues, trainings. We encouraged people to speak, talk every time, and have the courage to speak about experiences they are going through. Even with the threat of human rights violations they should speak up...

Q: How far are you on Resolution 1325 and could you share experiences on the same; to help strengthen our action in Northern Kivu region?

A: We have encouraged the participation of women in decision making, peacebuilding and empowerment.

Q: in Central Africa, they have combined military interventions and dialogue. This is the same format in DRC in conflict resolution for peace- dialogue with armed groups. From your experience, at what level do you think civil society actors can start to confront such situations [military interventions] in the GLR?

A: We have been engaged in various dialogue initiatives- the Nairobi process; similarly, in the Rwandan process, we continue to dialogue. Dialogue is very pertinent to peace building. It remains up to DRC to choose what to follow.

1.8. Pierre Balume, DRC



Pierre Balume

My name is Pierre Balume; I am Congolese, originally coming from the Masisi territory in the Kivu region. I have legal experience, though my first training was as a teacher between 2008 and 2009. My other experience is that I was a combatant in the armed forces, having been pushed there by FDLR's killing of my brother and sister in the village. I stayed in the armed forces for one and a half years, leaving only after MONUSCO sensitized me. I passed through the DDR process while my father helped me a lot (in resettlement as a civilian).

I started my organisation in 2012 bringing together ex-combatants in the community. It is very difficult to create jobs for ex-combatants because people do not trust them, they treat them as a criminal. When I started my organisation, I had nothing, no tools, my father helped me with computer studies work and I bought a laptop. Between 2013 and 2014 I had all documents and started working with other organisations.

To date, I have mobilised up to 1250 ex-combatants and have since started activities in collaboration with others; we also engage in doing research on armed groups and how to manage them, and how to share responsibilities with women. I have also researched mining and the



relationship with or implication of armed groups in Masisi and North Kivu where armed groups activities are heightened due to the rich natural resources there. I published evidence of how the armed groups are exploiting the mineral resources there and the impact it has on the people and situation.

We have also researched armed group activities and the relationship with land issues that have caused land conflicts. The involvement of those that engage armed groups to chase away the rightful owners so they can exploit the rich resources therein. That is how Masisi has seen an influx of militias.

I have documented the involvement of the armed groups in the region on video. I have also captured the 2018 elections on video, capturing the role of armed groups in the electoral process—their interference with voting sites and process in Masisi. The government had stated it would cancel the results but has since made an about-turn. Yet, I have real evidence of how the militias compromised the electoral process in Masisi.

Further, I did another research on a militia group led by Guidon² (Shimiray Mwissa) and produced a video showing the rebel leaders roaming free. The government has since said it would round them up but it (DRC authorities) has yet to make good on its promise. And the evidence is truly incriminating.

Discussions

Q: [Ambas Eliane, CAR]: I would like to know if Mr Pierre was in Asake when we visited and met ex-combatants. I left in 2011- I did not stay in Asake long enough. Did your programme entail positive masculinity as you welcomed the ex-combatants leaving the armed groups?

Q: I am very much interested in the research on the armed groups and their influence on the 2018 electoral process. Further, have you ever had opportunities to work with others who could echo your voice so that they can contribute to the governance of DRC?

A: I am very free- ready to work with any organisation. This is because I am working for my country. I have collaborated with Human Rights Watch and published my report. Currently, I am documenting the pre- and post-election scenarios in the DRC. Anyone willing to collaborate with us is welcome.

Comment [Col Hassan, CCG]: Mine is to congratulate and encourage him on this evidence-based research work you are doing in the DRC, especially in the territory of Masisi. As a member of the Operational Cell (in CCG), I assure you we shall work with you to learn from your experience and for the success of our mission.

A: Thank you. I am always available.

² <https://www.hrw.org/news/2020/10/20/dr-congo-wanted-warlord-preys-civilians>



Q: Thanks for the good presentation. It is a nice job you have done- the research is backed with documented evidence. For the election coverage, I suppose MONUSCO sponsored the project you have highlighted- during the elections- it was a very difficult/ challenging time due to the presence of the ex-combatants.

Kindly, can you tell us the challenges you experienced then and still are experiencing now?

A: There are many challenges. For example, MONUSCO and government have no collaboration at the moment. I presented a project proposal to MONUSCO but it was rejected for the lack of this working relationship.

I was asked to integrate my programme in DRC into the national programme, but I refused because I learned that the group that is in charge of that has no impact in the field (ground). Another challenge stems from the lack of adequate funds- we receive an overwhelming number of ex-combatants.

When I visited Goma, many ex-combatants came to me. They detailed how they are harassed- when they leave the forests to try and resettle, they are chased away by the communities; they are also taken to the courts. This is why I am working with the traditional leaders (the chiefs, etc) on a document to facilitate the protection of the ex-combatants. In the community, they are referred to as bandits, thieves, etc. The traditional leaders however have confidence in me and are willing to work with me.

***Q:** Do you ever think of returning to the forest or picking up the gun to go and fight? This could also have a big influence on other ex-combatants.*

A: it is MONUSCO that removed me from the forest and reintegrated me back into civilian life. I am indebted to MONUSCO. Today, due to my work, I am highly regarded and recognised by the local authorities such as the governor and others.

1.9. Dr Christine Mbonyingingo, Burundi



Dr Christine Mbonyingingo

I have three levels of experience as a researcher. I have formulated (research) hypotheses and discussed the possible cause of why men take up arms to fight. We concluded that there are gaps in governance, democratic and human rights gaps. I have been involved in the protection and promotion of human rights.

A peak at the failure of DDR programs can help identify the gaps in the continued armed conflicts in the region. Like others in the region, my country (Burundi) also has to contend with armed rebel groups in the DRC. Though I have not verified or validated it, information out there confirms there are young people involved in militia groups there.

Why do these programmes fail? As a researcher and from various consultations, we have identified the gaps therein. To confront the situation, we have to confront the governance issue, fight marginalisation and discrimination, confront poverty and address inequalities related to gender among others. It also calls for the strategic address of the people's needs, e.g., the right (freedom) to free expression and to free political participation, engagement in economic spaces, and participation in all aspects of nation building.

As a writer, I have had the experience of training many people. Through cultural forums, the young people have been keen to write about the history of Burundi and the history of the conflicts. There are two sides to this approach.

One, there are the young people who came to me and want to approach from what has happened to them and their families and specifically want to find out who is responsible. And from a cultural point, I explained to them that they need not write in such a way as to blame others, but in a way



to help nation building through peaceful efforts. They understood my approach, and we have written a book in Burundi on matters of peace. It is a good read on cementing peace in the country.

From this experience, I feel the fear in the young people- they are in a dilemma, they are in distress, are in psychological turmoil, they feel manipulated, and they have no jobs. We and especially the leaders have to be very careful, the young people are lost. They do not know what to do, their future is uncertain and is not hopeful for a better tomorrow.

For young people, the DR is not well executed. They have been promised jobs that are not forthcoming, they are frustrated and disappointed to the point of going back to armed conflict activities in the forest. Additionally, there is a scarcity of non-military actions.

The third level of my experience encompasses my life as a mother, woman leader, mediator, and human rights crusader. It is an experience of pride- I have seen women mobilise for peace, saw Burundian women lobby to be part of the peace process, and indeed the government and political parties gave them the space. We wrote a letter to President Yoweri Museveni of Uganda and he sent a plane that took women to Arusha where a peace meeting was taking place. While women had been listed as observers, they pointed out the UN Resolution 1325 which talks about women's participation, and they were allowed to make contributions.

Discussions

Q: As a research and gender expert what do you think the actors can integrate into the programmes for them to contribute to peace building, reducing violence affecting women and youth in our country?

A: The DDR program should seek to fix the deep-rooted conflicts in the DRC, because when DRC is in problems- the entire region suffers. And why did the terrorists come to DRC? It is for the reason that DRC is a place they can infiltrate easily for its vastness. It is a country rich in natural (mineral) resources and there is a scramble for them. This is the issue DDR should muster and having all the data close, and documenting everything will inform the process.

On the governance of the DRC, it is very important to have the administration at the territorial level as not all territories do the administration have structures, and this is a recipe for problems. We need to organise at the central level activities for the grassroots, or else some people may be left behind. we need to

Solutions come from the community. But we need to go beyond dialogues, the discussions are tiring; we need action right from the village level, for the administration to protect its people. This is a big challenge- going beyond talk- to action.

Another problem is that the community has been forgotten, with their strategic needs not being taken into account for many years. This is why the militias are setting base there. For example, the



government says security is its responsibility and is not involving the communities. This is counterproductive.

So, we have to address these issues- we need to have two levels of action- the central level and the community level. We must also take care of the displaced families (the women, children, vulnerable people, etc.). The presence of internally displaced people (IDPs) is shameful and should worry the government.

Q: You brought in the research and documentation component. People can only know what is happening when you document. I do not know what we in the room are doing about documenting what we are doing here- - how have you managed to sustain the youth in your activities or process- they have no patience for example if it's not working for them.

A: It is essential to document whatever is happening because when this is done, people can follow and use what we have. As an example, of the importance of documentation, I was once in Kigali as a regional mediator. I was very smart in listening and noting down the deliberations. I was expecting I would get the whole module so that I can use it to train other mediators once I returned to Burundi.

I put the mediators together and escalated the training. Unfortunately, I was unable to do it because I did not get that material! We must therefore put emphasis on the documentation process for the record and future use.

For the young people, I have emphasised on telling the truth. That all communities- the Hutu and Tutsi- suffered from the conflict in the country. It is all lies to say this community did not suffer, only mine did. It is the high we embark on building new relationships anchored on peace building.

My sessions with the young people have been both training and education on what can build peace- the story of reconciliation; the story of being able to forgive or pardon your brother and sister. It was a story that 1972 is far behind, and 1992 is not far, but is still far behind.... That instead, we should look ahead (the future) and not look into the side-mirror, to build the nation. And being young, I ask them, why stay in the black past instead of in the bright future? This is the content of the book- a must read to train people on and for peace.

1.10. Justin Samuragwa, DRC

[Facilitator: Justin is based in Kivu Province of DRC, a zone affected by the conflict. His organisation is working in peace building, cohesion and social issues. He is a peace activist and human rights defender who has worked throughout South Kivu Province in the DRC since 2007. He has worked with several national and international organisations in the field of protection and conflict monitoring. He is the Executive Secretary of the Réseau des Cadres de Concertation Intercommunautaire (RCCI), which is based in Uvira, DRC]

His presentation was articulated around four areas/points namely: overview of the socio-security context in his intervention area, lessons learned, difficulties encountered and best practices identified in the implementation of projects. With regard to the context, he mentioned the following trends: Conflict dynamics centred on access to land and natural resources; Identity-based conflicts instrumentalised and fuelled by various actors inside and outside the country; Increased activism of local and foreign armed groups respectively of communal obedience and Inter-ethnic violence and its consequences.

As an example of the lessons learned from the 'NAMNA MUPYA YA UJENZI WA AMANI' project implemented in Uvira territory in partnership with the Life and Peace Institute (LPI), we can mention The firm commitment of some local leaders, members of communities and local authorities to strengthen peaceful cohabitation by maintaining social cohesion between communities, trust and accountability towards each other in areas of high tension; The efforts made by the RCCI through this ongoing project are increasing the positive effects in certain areas such as the reduction of hatred, inter-ethnic violence, cattle theft, kidnappings, the return of displaced persons, people are beginning to move freely, etc. (the case of the Lemera Group in the Uvira territory and Bibokoboko in the Fizi territory); The inclusion of gender dynamics within community structures increases the participation of marginalised groups in the peace



Justin Samuragwa



process (thanks to our community-based approach, all strata are involved in our actions and this has contributed to a change).

In terms of challenges, there is a low impact of peacebuilding in the DRC due to a less thorough analysis of the context; Hypocrisy shown by some actors at all levels during the process of dialogues and internal mediation (their weak commitment to resolve conflicts sustainably); Lack of a common vision for sustainable peace in the Great Lakes region (Rwanda, Burundi and the DRC); Weak strategies based on internal mediation and dialogue to eliminate the root causes of the emergence, persistence and strengthening of armed groups in the region. For information, the RCCI in consortium with Nduwamahoro NVA from Burundi, are implementing a cross-border project called "Bilalo Byetu" and this aims to contribute to support the DDR/RR process through the local internal mediation mechanisms existing in Uvira/DRC and Burundi in order to consolidate peace and security in this cross-border space.

As for best practices to be maintained, we can retain the following: A definitive and voluntary disarmament linked to a wider process of truth and reconciliation; The reform of the security sector developed with internal social cohesion and good governance as a priority; The promotion of a positive vision of regional cooperation that strengthens the economic link between Eastern DRC and neighbouring countries; The good management by governments of the economic and political dynamics of this cooperation for the benefit of the people. For greater efficiency, these actions should be carried out in a concerted and coordinated manner.

Discussion

Q: How do you manage the situation - your peace efforts - when you are operating within communities that have created their own militias (armed groups) and are fighting each other?

A: We work directly with key actors, and community leaders grouped in community-based structures. The following methodologies help us to reduce tensions within communities, among others: Organisation of consultation sessions in small groups, targeted and/or personalised contacts, the inclusion of all strata, analysis of the situation before any action is taken, proximity dialogue (intra and inter-community mini-dialogues, large-scale dialogue when necessary, mediation, lobbying, proximity advocacy, negotiation) with the principle of "Local problems, local solutions".

In addition to this representation and inclusiveness, we work with the authorities because peace and security are their responsibility. In a very concrete way, through the Namna Mupya project, we are developing a strategy on the political commitment that aims to bring the authorities to take responsibility for any action in the framework of peace and security. Civil society actors will have to come to the forefront to support the efforts of governments. As a community-based platform, we support the government's efforts at the local level, and together we could contribute to peace.



In the community, some people are for peace and are ready to restore safe cohabitation between communities. It is because of this that we have been able to develop strategies to circumvent some of the challenges of political manipulation. This is what has enabled us to ease a climate of tension between the conflicting ethnic communities in the Lemera Group (the project's target area).

Q: Is there a difference between the RCCI and community-based structures? Do you collaborate with other structures within the communities? What is the situation on the ground?

And (repeating the first question): How are you able to work (to bring peace) in an environment where there is a multiplicity of militias from the different communities you work with in your area of operation?

A: The question of the difference between the RCCI and the accompanying structures, the answer is that the RCCI, being a platform for local initiatives for conflict transformation, only accompanies them in the implementation of activities on the ground. In the current context, the structures are numerous, formal and sometimes informal, private or para-statal, our vision is to strengthen their capacities, to encourage them to collaborate to sustainably consolidate their actions for peace in their respective environments.

We also try, according to our means, to encourage them to align themselves with the priorities of the state, and to work in coordination, in order to advance the peace process in their respective milieus.

Beyond the contextual challenges, we were able to identify best practices within communities and authorities that can influence change in one way or another. These are good practices that we should encourage, unfortunately, in all communities, some people are opposed to the peace process, and the RCCI like all other actors, we are making efforts to get everyone to engage in the peace process through non-violence. In the previous project, we knew of some actors who were part of armed groups but thanks to sensitisation, they disengaged from their movement. They give themselves peace and peaceful cohabitation between communities.

1.11. Jean Claude Bahati Muhindo, DRC

[Facilitator: Jean Claude will share his experience working with MONUSCO in the DRC]



Jean Claude Bahati Muhindo

My name is Jean Claude, currently, I am working with MONUSCO as an officer in charge of disarmament, demobilisation and repatriation for foreign armed groups. But before this, I had worked with UN Mission in Mali; I have also worked with IOM in Somalia and Nigeria, all in DDR programmes.

Having heard sufficient information on DDR in the DRC, I want to share a different DDR context in Nigeria where we worked to ensure we deradicalize Boko Haram. It is an experience we can learn from because our region has been affected by similar terrorist activities.

We call the DDR in Nigeria Commitments, Associations, Reconciliations. With IOM, we focussed on rehabilitation and reintegration while for deradicalization and reconciliation, we always worked with the Nigerian government. The Nigerian government had set up a rehabilitation and deradicalization centre which worked and facilitated the process. It is in the north in a region called Ngombe. At the centre, there were volunteer ex-combatants from the military (as there are going military operations there), some volunteers who took themselves there, and others whom the Nigerian armed force took there as well, all of who had to go through deradicalization and rehabilitation processes.

The process (deradicalization and rehabilitation) ordinarily takes six months though it may go beyond due to technical operational aspects. After this process, we reintegrate or take those who have been rehabilitated to IOM so that they can be reintegrated into the communities. IOM has a department called ICRS (Information, Counselling Referral System) that assists ex-combatants and their dependants in their communities. It means that once an ex-combatant goes back to their community, IOM has teams that identify opportunities in those respective communities. They



discuss with partners to see how best they can support the reintegration of the persons returning to their communities.

Further, more projects were being put in place by IOM to support communities receiving the ex-combatants. It is a process that has been successful as ex-combatants are gaining (through reintegration) there while the community benefits from the projects. This creates options and absorption of those ex-combatants in those respective communities.

Focusing on what has been effective with the project, foremost was the political will of the Nigerian government. It did the best it could to deradicalize those ex-combatants from Boko Haram. Further, at the Ngombe Centre, there are such services as psychosocial services, and there were religious leaders who called from time to time at the centre to engage the ex-combatants and teach them skills on creating and bettering (inter-personal) relations for use upon return to their communities. And with IOM, we organise family visits of the ex-combatants while they are still at the centre and are going through the deradicalization process. The families and communities come to see what is happening there so that once they go back to the community, they can share what they saw or witnessed at the deradicalization centres.

There is also sensitization in the military (the armed groups), we try to give them messages urging the combatants to turn themselves in voluntarily. So, the two options existed in Nigeria's military and non-military operations. This is done through radio programs set up by the Nigeria military (NDF).

There are challenges too. First, many combatants are turning themselves in, but the Nigeria government is not in a position to respond to the reintegration needs. While I was there, it was only the EU giving (financial) support to the reintegration of ex-combatants through community projects.

But also, there are ongoing conflicts (in the North). And so, you can imagine you are integrating someone into his family where terrorist groups are coming to attack those same communities. And indeed, large populations have been displaced to camps, especially due to military operations (the local populations are asked to evacuate to give room to the operations). The ex-combatants go to these camps to join their communities.

So, a lot of sensitisations is needed in these camps, e.g., for the locals who have been through conflict experiences to accept the ex-combatants. The IOM organises outreach to try to strengthen cohesion prior to or while waiting for each of them to return to their communities. This is a major challenge, but again, during military operations, some youths are arrested on suspicion of working in cahoots with Boko Haram. They (youths) can wait up to one year for their prosecution or another decision to be made about their fate. Often, it is difficult for such youths to be considered under the IOM interventions.



There are many lessons learned. We have seen the ICRS is an effective system that has facilitated community integration. The family visits organised by the IOM and government facilitated both reconciliation and reunification with voluntary ex-combatants. The decentralisation of the DDR project in Nigeria made the process more effective, e.g. in conjunction with the central government, some Governors in the North embraced DDR giving impetus to the process. There were also efforts by the region (around Chad) that facilitated reintegration and setting up community networks that facilitated monitoring behaviour change, tracing and securing of the ex-combatants.

Discussions

Q: You talked about the low training of ex-combatants. Without systems such as training available, they will look for solutions to survive- risking their going back to what they were doing and even more ferociously. Do you have concrete action to share on dealing with ex-combatants?

A: There are 2 sets of ex-combatants- those who surrendered weapons in the DRC [MONUSCO won't allow you to go back with your weapon]. As they wait for the DRSS, they complain their weapons were taken away, they are kept too long in wait, are idle and suffering-this makes MONUSCO weary. It is for this reason MONUSCO developed a program to reduce violence in the community to ensure they offer something³ for work to the ex-combatants as they wait for the DDR program. We also sensitise them on peaceful co-existence back in the communities. We hope the project will work.

We have colleagues at IOP working hard to see how they can support this program. I am sure there will be other partners to support the reintegration of the ex-combatants.

Q: We have had a lot of lessons learned in this forum. Is it asking a lot for the administration or CSOs there to map out which organisations or administrators are working in this state, province, territory, etc. and then working closely with the media to document success stories for use for learnings by other admin units? Maybe the IOM can do this effectively owing to its experiences.

Further, we need to ensure we document our experiences, shared in this forum.

A: I agree the experiences shared - on insider mediation and DDR need to be documented, they could help a lot in peace building in our country.

[IOM will share experiences

Q: What is your opinion, borrowing from the deradicalization in Nigeria- on how to deal with the spiritualization of youths in the DRC by militias (armed groups)?

³MONUSCO has put in USD100,000 for this program- a temporary relief for work

There is word that DDR and specifically reintegration can only work in the DRC if the government is committed to it this time round. What is your opinion?

A: Sure, the deradicalization program in Nigeria and Somalia can be applied in the DRC, not only in Mai Mai but also for other Congolese youths who have joined ADF. I find it difficult that a youth who is in ADF when captured is jailed- it may not help much as the ideology is ingrained in him and won't go away by imprisoning him. This is a time bomb- waiting to explode!

It is true, every actor engaged in the DRC peace process wants the government to be serious about the going process. For example, there is consensus that the funds meant for reintegration (under the DDR process) should be used in an accountable manner and be channelled directly to the beneficiary communities for the achievement of the intended purpose.

1.12. Linda Babingwa, DRC

[Facilitator: Linda Babingwa, works in the Committee of Jurists for Development and Peace, overseeing Gender]

My name is Linda Babingwa, I work at the Union des Juristes Engagés pour les Opprimés, la Paix et le Développement (UJEOPAD-RDC). I will my experience in DDR, from research I carried out in the field (not related to my current project) when working in partnership with Peace Direct in support of community-based reintegration. The research was a mapping exercise across 5 sites for the reintegration of ex-combatants and children related to the armed groups.

The exercise helped us understand how the ex-combatants, their families and children especially the young



Linda Babingwa



girls leaving armed conflict were received by the community. I was very interested in this DDR process and insider mediation practice.

Discussions

Q: I participated in the mapping exercise. You did make some recommendations, is there follow-up to the same?

A: I wish to recommend to the (state) authorities, and local and international organisations to continue highlighting the reintegration and demobilisation of the ex-combatants. After research, we established that young people had difficulties integrating into the community. They could not get jobs and even found such social events as getting married a challenge. The same was with men. The reintegration and demobilization should be effective to help the ex-combatants to run normal lives. I have made the recommendation to the decisionmakers so that the researchers can continue their work. This recommendation should also have an action plan.

1.13. Monica Njoroge, Kenya

My name is Monica Njoroge, from Kenya, working with FECCLAHA or the Fellowship of Christian Councils and Churches in the Great Lakes and the Horn of Africa, an organisation that works in the GL and the Horn of Africa. I will speak on the experiences of FECCLAHA and how we are working with religious leaders whom I feel are the missing link, the link bringing the high level and the community together for peace.

We work in peace building and conflict transformation. We work around: Women, Peace, and Security; Youth, Peace, and Security; Reduction of the proliferation of small arms and light weapons; Church leaders/religious leaders, Peace, and Security; and Gender Justice – on prevention of Sexual Gender Based Violence (SGBV).

In regard to DDR, and while working with religious leaders, we focus on “heart and mind” disarmament where we feel religious leaders have a big role to play. We intervene through the Council of Churches, with the Church of Christ being our partner in the DRC. We have been operation in Eastern DRC- South Kivu and North Kivu.



Monica Njoroge

Our focus in dealing with the Youth, Peace and Security is in North Kivu where we intervene through Youth Peace Clubs in the area. We also work therein closely with religious leaders where we sensitize them on legal frameworks around youth, peace and security. We also use the media- the radio- to engage in DDR-related issues, as well as through peer-to-peer engagements (youths talking to their peers on matters of disarmament, seeking peace and alternative livelihoods).

And for Women, Peace and Security, we have the Regional Faith Women Mediators' Network (REFWOMEN). We enhance the capacity of women- via the network that brings together women drawn from their faith communities- in mediation as well as creating opportunities for their engagement in media and DDR. This targets women in not only the DRC but across the GLR and Horn of Africa (e.g. women in DRC, Kenya, South Sudan, Burundi and Rwanda). We have created this platform to enable women to engage and share experiences with their counterparts in the region.

Some of the women involved, have since been accredited to FemWise-Africa⁴ and are engaged within this larger regional platform in conflict prevention and mediation. Further, we have senior

⁴ <https://www.globalwomenmediators.org/femwise-africa/>



clergy- at the level of bishops who go to the community and engage them in mediation, and also engage armed groups in “heart and mind disarmament”. Once the religious leaders engage the militia groups, other technical staff may take over (the DDR process). Indeed, we have a pool of religious actors- men, women, youth and church leaders, who are ready and empowered to engage around DDR within the region and especially in DRC.

Discussions

Comment: This is a compliment; FECCLAHA has supported the initiative on the youth, not only within the FECCLAHA framework but also within ICGLR. It has largely supported the youth initiatives at ICGLR through funds provision whenever approached.

Mr Bahati Muhindo, MONUSCO: I found that religious leaders have been pushed aside in the DDR process while they have a great role to play in the success of the DDR process. In Somalia, we had a whole project (funding of up to about USD15,000) just to get the religious leaders to come and work with rehabilitation groups in order to change the behaviour of the Al Shabab who were supposed to go back to their communities. We found that they (religious leaders) were very important at the time because they had time to discuss their religion and ideology and then to take steps into behaviour change which is key in assisting with their reintegration. Consequently, even as much as some went back to the militant group, the rates were very low.

Based on the support of the religions, I have also seen how the reconciliation in Nigeria was effective. In Nigeria, there were Muslims and Christians, who had on their own lobbies that were used for purposes of reconciliation and repatriation. The religious leaders led the engagement.

However, for the general DDR process, the religious component had been forgotten. I, therefore, wish to recommend to the actors and partners here, including UNDP and ICGLR, to consider and appreciate that religious leaders have an important role to play – using their influence on the believers- in making insider mediation effective. This is given credence by the fact that anybody who has been in a militant group has been either Muslim or Christian. The clergy as well as the communities can influence these militants to change, that is, to abandon their militancy.

Pezu: Sure, it is important when thinking about insider mediation to consider religious leaders because they have great credibility because they are part of the community and are also held in high esteem. Going forward, if any of you (participants) engage religious leaders, we can see how we can also include them in these discussions and also in the monthly meetings with the CoP. It would be important to have them being part of it (CoP).

Emery: It is a great initiative to involve religious leaders in insider mediation. It is something I would wish to learn from Monica.

Liberata: When we kicked off the mediation process, we started with the churches where women were critical in giving information about their kin engaged with the militant or combatant groups.



Josephine: The FECCLAHA program in churches is bearing fruit. I am a member of the Baptist Church in CAR and we have been working with the program personnel in furthering peace and security.

Ken: Members of the Church have always addressed Heads of States summits/High-Level Meetings of the ICGLR, and when it appeared the Church had shied away from these gatherings, we had FECCLAHA sign an MoU with ICGLR to get back on the (peace) negotiation table to speak their (conflict resolution) agenda. Pointedly, during conflicts, believers always to the Church (and Mosques).

1.14. Reflections- Day 1

Participants made the following reflections of the day/ Key Takeaways:

- Most (traditional) programmes are lacking energy in reintegration
- Small dialogues at the community level for armed groups are a very important approach and key to these groups quitting their trade (militancy).
- A DDR that is very solid and credible will contribute to peace in the GLR, especially in DRC
- From the Nigerian experience, it emerged that for the success of DDR, there is a need to leverage local opportunities -this can be applied in DRC;
 - E.g., the DDR process should be open to the religious leaders who should be involved- they play a very important role
- Should consider the use of traditional leaders of the combatants as actors of disarmament in (our) regions. Someone who has been in the militia understands how to address this, and Governments should exploit this opportunity.
- Women should continue sensitizations and dialogues on peace building and the DDR process despite the risks involved, e.g., should even embrace dialogues with armed groups or combatants
- From the programs we are implementing, we should offer young people we are reintegrating livelihood opportunities. The solutions are at the grassroots
- It is important to document what we are doing, e.g., success stories to build on or inform the future
- In the DDR process, the money funding the war is important- it is not easy to tell combatants/rebels to leave the war, more so without offering options such as means of survival or livelihoods.
 - We should avail funds, within 6 months; else if there is no funding, they may fall back to get their arms, i.e., fighting
 - Funds must be used well- only for the planned purpose



- Psychological operations are very important- we have to involve local communities, for ownership and success of the programmes we engage them in, say dealing with say Mai-Mai.
 - We need to strengthen communities-build their capacity to deal with issues
 - We need to work on the psychological aspect of the communities. There is a lot of fear from the ongoing conflicts.
 - We must not pretend that there are no solutions.
- Civil society should work in solidarity in the DDR implementation
 - Need for some entity to take the responsibility to mobilise civil society
- Bad governance characterised by a lack of democratic infrastructure is responsible for fuelling conflicts in the region
 - We must not allow leadership, say the Heads of state to continue mismanaging the citizenry and their countries leading to people going through harsh life
- Need to tackle or identify the root causes of the crises in the region
- Insider mediation requires a lot of effort, energy and sacrifice. It even exposes mediators to threats on their lives, arrests and jail.
- Need to share experiences learned here with other stakeholders, to help improve insider mediation processes.
- To be a mediator, one must have patience with or through negotiations that one starts with, be creative and make an extra effort to ably undertake the assigned mission, and ensure the impact of mediation
- A lot is getting done at the community level- but unfortunately, we never hear the voice of the community- they are silent- their needs, solutions, skills, and mechanisms are barely taken on board.
 - Communities' voices, and needs, should be integrated into all DDR efforts
- Psycho-social trauma healing- we come from countries going through trauma, with populations experiencing violence daily.
 - The DDR fail to recognise the place of psychosocial care when say reintegration and demobilization are done.
 - How do we talk about sustainable peace without addressing this? The lack of action in this direction leads to a vicious cycle in which combatants may find themselves going back to war.
 - Trauma is responsible for the morbid fear in populations
- Need to recognise that conflicts have victims who need justice. Leaders of militias responsible for atrocities deserve a day in Court or to pay for their perpetration of serious (war) crimes
 - Without justice, it may be difficult for the victims to accept the reintegration of rebel leaders

- There needs to be recognition of the crimes committed against them- Transitional justice is not criminal justice

2. Experience Sharing Workshop on Insider Mediation for DDR/RR- Day 2

2.1. Col Khalid Mohamed IBRAHIM, Expanded Joint Verification Mechanism (EJVM)



Col Khalid Mohamed IBRAHIM

My name is Col Khalid Mohamed, the Expanded Joint Verification Mechanism (EJVM) Deputy Commander. EJVM is an organ of ICGLR that was launched in Sep 2012 in Goma, Eastern DRC. It is an institution comprising military experts from ICGLR Member States and military observers from SADC with support from the UN and AU to address regional security challenges amongst other tasks.

Some of the EJVM tasks include: Verifying and investigating any allegation of violation of the (November 30, 2006) non-aggression and mutual defence protocol of the Great Lakes Region; Monitoring, verifying and reporting on the security and humanitarian situation within ICGLR Member States; Monitoring, verifying and reporting negative forces crisscrossing borders of ICGLR Member States; Monitoring, verifying and reporting the presence of negative forces within ICGLR; Conducting border patrols in AoR; Verifying and investigating allegations of military cooperation at tactical and operational levels amongst Member States or between a Member State and negative forces against any other Member State; Verifying any provision of logistical support in terms of ammunition, arms, uniforms, medicine and food to negative forces, and; Verifying any training support to negative forces.

As an organ of the ICGLR, EJVM reports are sent to the ICGLR Executive Secretariat and Chief of Defence Forces (CDF) of the Member State chairing ICLGR who in turn reports to the sub-committee of Ministers of Defence.



At the moment and regarding the DDR/RR process, EJVM is regarded as one of the most active mechanisms in GLR working on the repatriation of ex-combatants (the First phase of the DDR process) between Member States of Burundi, Rwanda, Uganda and South Sudan and the DRC. Further, in our mission, we also investigate and evaluate the humanitarian situation in refugee camps and DDR camps.

But there are challenges encountered at the DDR camps. These include: Lack of details or information about the people in the camps; Failure by member States to repatriate their own people who are in the DDR Camps; A number of the ex-combatants in the DDR camps are not keen to go back to their (home) countries; Government(s) fail to honour ex-combatants demands and agreements; Many reported cases of escape and disappearance from the camps (followed by the regrouping of armed groups/negative forces).

We also have such challenges within the DDR camps such as Lack of funding; Stateless DDR people who have no exact nationality; Lack of political goodwill from the government and other actors in the DDR program, e.g., they are not keen to follow this matter. Long waiting for DDR leads to some of the ex-combatants return to armed groups/ negative forces.

Discussions

Q: You mentioned some ex-combatants are stateless. What are doing about it? Have you already repatriated the ex-combatants?

A: The issue of “statelessness” is a serious matter amongst Member States. It is discussed after the (military) operations, and being such a matter of concern, it was discussed at the last Summit in Brazzaville. The matter is being addressed at our (top) hierarchy and our headquarters.

Q: Some of the ex-combatants do not want to go back to their countries. Why- what reasons do they give?

A: The DDR is not our mandate, but when we go there (camps), we assess the humanitarian situation and discuss with some of these ex-combatants their situation. We take them away from the actors- and they say they fear going back home for fear of being executed or jailed.

Q: You highlighted about lack of political will by some actors. As an actor in the frontline, what do you think of this attitude?

A: The DDR is about countries following up on their ex-combatants, but without mentioning names, we have seen countries who are not supportive of this. So you find the ex-combatants have to seek out work or something to do outside the camps to feed their families. Some of these ex-combatants complain they have been kept for too long in the DDR camps.

Q: have you already repatriated the ex-combatants and what were the challenges?



A: EJVM is the area of responsibility of the Member States. the main actors in the issue of repatriation between Burundi and Rwanda. In 2021/22, we had four missions, we repatriated ex-combatants from Burundi to Rwanda and vice versa. Also, we have missions to repatriate ex-combatants from South Sudan to DRC, and between Uganda and Rwanda.

In the repatriation process, we as EGVM communicate with the two countries through the Chiefs of military intelligence. It is easy to repatriate- but we face some issues, for after we repatriate the ex-combatants, we are not able to follow up (lack mechanism) on what happens to them in their countries of origin. The matter is taken up with the Chief of Staff of the Member State to think of how EJVM or ICGLR follow up on the ex-combatants in the DDR camps and countries of origin.

Comment: Ambassador Mokodopo: Foreign ministers talked about and signed repatriation. But I think we do not have a Director of Programs for cross-cutting issues, and repatriation being a humanitarian issue, neither is there a Director therein to give directions in peace and security in order to accelerate the ministers' declaration. It is my recommendation that we cannot repatriate (especially the ex-combatants) if we are not ready.

2.2. Cyriaque Ntirandekura, IOM DRC

My name is Cyriaque, I am the director of the new department in charge of Transition, Stabilisation, at IOM in Kinshasa. My very active department is in-charge of DDR and Security Sector Reform within the framework of the transition from MONUSCO to other homes.

I want to share my experience in two main items: the peace process in Burundi with the Security Sector Reform undertaken alongside the integration of ex-combatants in the security sector. In the entire period of the peace process for Burundi, there has been progress with the signing of the Arusha Agreement for Peace and Reconciliation undertaken to end the war and set up of the peace process.



Cyriaque Ntirandekura

Once of the salient points of the peace, Agreement is that it is a comprehensive Peace Agreement for ceasefire like the so-called Equatorial Guinea Agreement. It sought to ensure there is reform in the armed forces to create a new armed force, new police and new intelligence service. I was given the role of Executive Secretary for the Committee for the Implementation of the Peace Agreement/ceasefire with the responsibility of leading the process.

It was no easy work leading the process. We had the former military that was fighting the ex-combatants, and we were seeing the creation of a new 27,000 men strong force, yet, we had an army that had 57,000 men. Trimming this number was no easy task.

We had discussions- around the integrated Peace Agreement and it was not easy. We were not making progress. Due to this new tool, the country went back on track. We created a new structure for the army (with a Major at the helm). This was a huge responsibility. We went on to ask others to be in respective services. At the end of it, we created new grades and new positions. All that remained was to formalise the grades and attribute responsibilities and also come up with a morale-boosting strategy. We did extensive reforms or efficient military justice which was necessary to have.

Discussions

Q: I am happy with the reforms undertaken in Burundi and would wish what was done with the Arusha Agreement and Equatorial Guinea Agreement should be reinforced as experience sharing



A: The gender aspect was considered in the military reforms- e.g. in the uniforms, at recruitment (there was women representation), etc. We did the same in Guinea. Gender was integrated in all aspects.

Q: How did you manage to succeed in the reforms for the Army in Burundi- taking from both the rebels and the regular army and having the groups integrated and trained together? And in the gender balance too?

A: I may not talk much about the numbers, but in the Burundian army, the quotas for men and women are respected. E.g., in the peacekeeping force, you can see women representatives. The gender aspect is respected.

In terms of the factors responsible for the success, and having experience working in/with Mali, CAR and currently working with FDLR, I can attest that the factors also include gender integration. One of the factors associated with failure is when a combatant joining the army or the police is not ready to be dissociated from his armed group and commander and does not think of the new uniform he is wearing.

And failure may also be attributed to the fact that during the demobilization process, the combatant is being eased into civilian life, yet the political class continue using him as militia to further their (politician) agendas. The environment also plays a role in the combatants- if it does not offer a conducive socio-economic opportunity for the combatants, this may lead to the failure of the (demobilization) process.

In DRC, the good thing is that there is PDDRS that focused on community integration which will also provide opportunities to the youth. Another (positive) factor is the peace dividend. Whenever there are demobilised combatants, it is advised for him to have a better life than he enjoyed previously during the time of active armed fighting.

Burundi, are now participating in peacekeeping operations. Additionally, it is also important to create an army that could legally participate and contribute to peace.

2.3. Rose Kahambu Tuombeane, DRC

[Rose Kahambu is from DRC and based in Butembo. She is an activist who works in peace and human rights which she has been working in North Kivu and Ituri. Her organisation works with women in governance, in Butembo. Previously, she worked as a journalist and communications reporting on the crisis, and political issues in DR Congo]

I will present my experience as a journalist and human rights activist. As a journalist I worked on investigations in the DDR [in 2006] and which I will present on.

During my investigation, I found that DDR was applied and successful in part because all the ex-combatants were given the resettlement kit but they couldn't change their behaviour. And due to

this and lack of professionalism in the matter, DDR could not have an impact as set out in the objective. This is because the funds allocated for the programme failed to achieve the objective- as the ex-combatants sold everything they had received.

My recommendation is that prior to issuance of the kits, get all the ex-combatants to a centre to help address their fears, and expectations as well as educate them on the reality and facts about the reintegration process. This empowerment will prepare them adequately and aid in behaviour change. They should be taken through educational tips on becoming good citizens and mindset change.



Rose Kahambu Tuombeane

Secondly, it emerged that the families of the ex-combatants were not involved in the reintegration process. Consequently, the combatants were stigmatised by the community, e.g. whenever there were crimes such as theft in the community, it would be blamed on them. The fund allocated for the process was deviated as those working on the program refused the (ex-combatants) families and dependents to get money and the kit. Indeed, there was a lack of community engagement and communication as all the communications only targeted the armed groups.

Again, the follow-up system was also very weak. It is proposed or suggested that there is a deliberate effort at communication targeting the community for information (about the process) to make sure they buy into the process to support it.

As human rights activists, we work in four components: Peace education; Advocacy; Mediation; and working with escapees for their autonomy and community stabilisation.



Under peace education, we address prevention and armed group sensitization. We use the media and field activities to address the prevention component. Our greatest outreach we conducted was called SURSECO (meaning security surveillance at the community level). This outreach activity was conducted in Butembo to make sure the community was fully engaged in security surveillance and to denounce all activities compromising their security. The outreach targeted to fish out Mai Mai combatants in the community who also had weapons;

The other component in education targets armed groups (but) who pose conditions to surrender. To ensure the sustainability of our actions, we have created youth networks in the communities. The organisation also conducts some negotiations with armed groups that have been successful in the target area. They claim to fight the military which they feel is now infiltrated by foreign combatants. Therefore, they cannot discern that the foreign combatants have gone back.

For the escapee victims of massacres and kidnappings, we also take care of them by giving them income-generating activities that can help them integrate into their communities. Currently, we have 46 victims of ADF sexual exploitation, among them female minors. They provide us with information which helps us to align (our) messages based on the realities on the ground. We also hold popular expression conferences to help address issues from the escapees, even as we encounter challenges dealing with some issues beyond our means/scope.

The funds available are not adequate [for the local community] to help out all escapes who turn up on our doorstep. Our legitimacy also helps our fight because, with our advocacy, we have to mobilise some support from the local communities. We also provide a lot to those who need it so that they can understand what the population's expectations are.

Discussions:

Q: As a volunteer and human rights activist, do you get security threats when doing your work?

A: Yes, we are threatened especially by government institutions. So, currently, we have chosen to collaborate with government institutions and communities which helps them (institutions) understand communities' expectations. The institutions reciprocate and invite us whenever they have activities at the community level. Our professionalism helps us to work with these institutions because whatever we do, we do for and with the community.

Q: What mechanism do you and your team use to prevent any security risk?

A: To protect our staff and community, we ensure to train them on security, using knowledge gained from international protection organisations. Collaborations with other community organisations help us to mitigate security concerns

Q: Do you get any feedback from public/audience when doing radio programs?



You talked of DDR which did not achieve its objective. How did you collect the appraisal feedback from the audience or community?

A: This was out of the 2006 investigation or research we conducted in the community. And again, after the DDR implementation, armed groups were resurgent. We have the research/investigation findings and are willing to share them with you.

Q: Being community-based, what is the mechanism of sustainability of those actions?

A: the nature of the community in Butembo, and its patriotism has helped with the sustainability of the interventions therein. They have been through more than 20 years of conflict and are willing to offer services that may bring peace voluntarily. Any group that is created gives way to another group, all in search for peace.

Q: Are the ex-combatants who sold their kit a security risk to the community/population they are living in?

A: yes, those combatants who sold their kit became a security threat, because they were the ones now involved in looting, among other crimes in towns, in the day and night.

Q: What assistance did you and your team provide to victims of sexual violence, e.g., psychosocial help?

A: Those victims are victims of the ADF atrocities- the kidnappings and sexual violations in the forests. When they come back, they are pregnant or with children sired by the combatants. But we also have synergies to work together with other organisations to provide for the psychosocial needs of the victims upon their return.

For Butembo, we have an existing mechanism to address the issue of sexual violence. But as is the case, most of the victims are young girls whom ADF targets for sex. The number of victims is growing, and there is a lack of funds to adequately address the issues.

Q: Are there synergies existing to create visibility to what your organisation does?

A: To increase our visibility, we also work with other organisations implementing activities in the region

Q: You mentioned there is support from humanitarian organisations (e.g., churches) to the ex-combatants. What about/the role of government and the PDDRS in support function?

A: The humanitarian activity we conducted targeted the females who are victims of ADF because the government considers them as IDPs, and not specifically as victims of violence conducted by ADF. And it is because of this that we are mobilising to look for support or anything that can help them. This includes our advocacy for tax exemptions as happens for persons in informal economic activities.

2.4. Marie Chantal Ndayishimye, Burundi

[Marie Chantal is among others a member of FemWise-Africa. She shared her experience on the peace and security process in Burundi and the role women in the country played in the process, and continue to play]



Marie Chantal Ndayishimye

The experience I want to share is on the conflict in Burundi - the negotiation process to resolve the political armed conflict. Mr Cyriaque discussed the same thing, but I will approach it from a female perspective. I will look at the root cause of the Burundian conflict: - the struggle for power by Hutu groups. They too wanted to come to power against the Tutsis who wanted to stay in power after having ruled for 27 years (1966-1993) in a military dictatorship dominated by Tutsi senior officers. The political conflict between the two ethnic groups was triggered by the assassination of Melchior Ndadaye - the democratically elected Hutu president in 1993. This was followed by a civil war when citizens organised themselves into armed political movements/groups.

The groups included the FNL and FDD, all of which were Hutu-led political parties opposing the Tutsi-dominated Burundian armed forces (FAB). Throughout the conflict, there was mediation



(for peace) led by the late Tanzanian and South African presidents, Julius Nyerere and Nelson Mandela respectively. Their intervention led to the Arusha Peace Agreement in 2000 followed by a ceasefire agreement in 2003 between the Burundian government and the FDD. Following the ratification of these agreements, a legal framework was developed to establish new institutions, namely the executive, the legislature and the judiciary.

There was yet another ceasefire agreement stipulating that there should be a balance of power between the two ethnic groups, based on quotas of 60% Hutu and 40% Tutsi for the institutions and 50-50 in the army and police.

The country is now at a sustainable level of peace and security as well as development. Many political problems have been solved including conflicts, although we (women) continue to claim our rights. The 30% allocation, therefore, we believe is not enough.

The role that DDR has played, especially in the reintegration of ex-combatants in Burundi, was not successful. Indeed, after one to two years, there was a revolt by the ex-combatants due to the lack of follow-up and the poverty that was ravaging their families. They took up arms and became criminals, and thieves and even served as hired killers. This made me sound the alarm that the reintegration process had failed.

We, the women of Burundi, have played a great role in accompanying the whole process of negotiations for peace and reconciliation in Burundi. Women members of the Government, Parliamentarians, leaders of associations, organisations, etc. played a decisive role in the process of resettlement and socio-occupational reintegration of ex-combatants regardless of their political party/orientation.

Women have also been involved in the drafting of laws. Currently, they are working to help women ex-combatants settle at different educational institutional levels and protect themselves from the adverse effects of war/conflict. In addition, women, individually and collectively, have contributed to the full healing of the scars of combatants.

For example, we have supported efforts through our association with the support of a training partner (BLTP: Burundi Leadership Training Partners) to sensitise women to fight for effective participation in decision-making positions and peace building. We have also been active in training them on electoral processes through voter awareness, especially at the grassroots level where women have barely been engaged in voting as the majority remain unregistered for voter participation only.

On the whole, Burundian women have the will to contribute to the peace and security of the country. And it is up to the political will to take advantage of their capacity for the good of the country.



Discussions

Q: Your role in peace and nation building is encouraging. What percent allocation for women in public institutions is adequate? And the 130 percent you feel is inadequate, has it been implemented in the first place?

A: The 30% quota for women has [not] been implemented as envisaged. It is even anchored in the constitution but in reality, not acted upon. We have had women in top positions of leadership-governors, the National Assembly, at administrative institutions. But at the moment, the numbers have been going down.

Q: You talked about women's mobilisation in Burundi, but only talked about the Hutu and Tutsi communities. I know we also have the Twa in the country. At what level has the Twa been involved?

A: The TWA have not been visible in participation in electoral politics. It is the third tribe in the country but has remained in the side-lines.

Comment: The law in Burundi doesn't allow parties to be all Tutsi or all Hutu, it encourages an all-inclusive governance structure.

The presented alleged a 27-year Tutsi dictatorship. I feel this is not correct- in the period, we experienced several regimes and coup d'états in which civilians were not involved. For example, I am a Tutsi and never participated in the so-called dictatorship; and I speak for the majority...

A: I talked about the 27 years as being dominated by the military leadership of the Tutsi. I did not generalise to mean or say it is all the Tutsis who were engaged in the dictatorship. It was the high-ranking Tutsi military officials responsible for the coups and bad governance. I am sorry if I appeared to generalise.

Q: On the role of women in peace and security, how have you organised yourself as Burundi women to share this great experience that you have with other countries? E.g., being involved in many successful peace processes? And about structures, how could you work closely with the ICGLR Secretariat and office of the Special Envoy under UNDP to move say to Sudan and share the same with the women there?

A: The women's movement has done a lot, e.g., fighting for the 30% quota allocation in the Constitution at the national level, at the Senate. But at the government level, the reality is that this is down at 22% while at the County/Provincial government level, it is even lower at 20% and even much lower down the governance levels, such as in Boards. The Affirmative Action requirement is not working well and we hope the situation will change as we go to the 2025 elections. We will up the advocacy for better representation of women. We want quality and quantity, not a situation where one gender (women) is marginalised or subjugated. We will achieve this, not by the power of the gun, but through negotiations.

2.5. Marie Josephe Kosse Songomali; African Parliamentary Network, CAR

[Marie Josephe Kosse Songomali comes from the Central Africa Republic and is the Vice President of the African Parliamentarian Women Network and she is the focal person of the association called SSS]

I will share my experience in the government as Minister of Culture. I spoke for the government as we waged a crisis brought about by accumulated salary arrears after the government has taken the option of paying IMF debt. Aggrieved, trade unions kicked off a strike that lasted two 2 months. We were in negotiations with the trade unions to have workers resume work. While we managed to pay a part of the salary arrears, the government signed other financing agreements with IMF and World Bank, which heightened the crisis.



Marie Josephe Kosse Songomali

But this was probably not the biggest crisis that the Central African Republic had experienced. We have had very huge crises, especially the last one of 2013 that is still running- the conflict between Muslims and Christians, which has been on-going for a very long.



Despite those conflicts with the Trade Union and the history of our country, we have experienced conflict from a coup d'état. As women, we were not actors, but the victim in the vicious fight for power. We suffered for the interest of the politicians. CAR was forced to bury its victims. That is why yesterday, I commented that those who are in the field are taking risks and there is violence against women and other people.

Let me share another recent experience. In an agreement with the rebel groups, at least 14 militia groups signed. At times there were some hostilities and at other times some integration, the army was following some conditions. There was also some raging conflict between Christian and Muslim communities. The conflict had farmers (mainly Christians) complain of pastoralist and Muslim militia groups grazing their livestock on the farms and destroying their crops.

During the negotiations of that agreement, we set some standards and many people were invited, BUT women were not. It was only representatives from the government and no women involved in civil society. We decided to protest and carried out street demonstrations.

When men take arms, it's not that they are fighting for us. When conflict flared up, women wanted peace and to participate in the resolution of peace. We had demonstrations, we also negotiated so that we have political parties. The armed groups offered a challenging time to the peace process, but we succeeded in having the agreement. We had local peace committees with the involvement of women. So those were some of the things that were difficult for women because they did not succeed. Since the agreement did not succeed, we said we as women wanted peace.

We went on an outreach program until we got an agreement. We went everywhere in the territory, just to preach peace and its values warning combatants that they had to accept the conditions of that agreement.

I will conclude by saying that in CAR, we have a law requiring to have at least a 35 per cent minimum quota for any gender. This is needed now especially for (the underrepresented) women in decision making be it in the public or private sector. But we are very far from reaching this quota created by the government and Parliament.

Discussions

[No questions raised]

2.6. Rickie-Nelly Ndagano, Rwanda

[Facilitator: Rickie-Nelly Ndagano is a researcher and practitioner on access to justice, transition justice, informal justice and the rule of law. She has skills in electoral issues. She has a background in communication and will share with us what she has learnt in regard to the management and coordination of programs]

I am going to focus on RR of DDR and of course a presentation that will make a case for Burundi. We will see what needs to be done to have acceptance from the host community when we need to reintegrate ex-combatants or the repatriated persons.

I am going to base my presentation on what we call peaceful cohabitation. When we talk about peaceful cohabitation, we have an impression that social cohesion is real, but we want to look deeper than that. We just try to live side by side with lots of suspicion. So it is like nothing and we can have conflict and, in that context, the re-integration of ex-combatants or repatriated persons, it's actually like an absolute factor and it can sometimes be a conflict catalyser in a different community. This is because most communities are not prepared to accept these ex-combatants. How can we do it to ensure that most communities accept those people to return to their respective communities?



Rickie-Nelly Ndagano

To do that, let me share with you the four steps. There is the transfer of skills, learning, participation, and psychosocial care with of course capacity building and community education as a cross-cutting issue. All those components that I have stated do not just come to my mind. It is actually implemented. These are true lessons during the implementation of different programs; but at the beginning, the logic behind the intervention.

Well, this means that all that relates to development programs are at the top of the organogram of the program. A community approach or community-based approach, (is) what sometimes we call



a bottom-up approach. In that particular case, what we are actually doing is indeed a top-down approach, so you can have a bottom-up approach.

We need to get opinions from the community, from community structures, from local organizations and of course to integrate the ideas into programming. This also allows participation which goes beyond learning one by one. We talk about observations, recommendations, and opinions from the community's needs to be integrated within the programming. Communities should also be held accountable by the NGOs.

Well, this participation indeed relates to what we call knowledge decolonization, and also how to value-add local knowledge so that the host community can share their expertise with the local organizations. It means that most communities are always ready to receive new skills and to receive other things that they did not know.

This can indeed influence their thought processes as well as their attitude. That participation allows unachievable programs to accept programs and also the achievements because they have an impression that it's their ideas that are being implemented. When we came up with these four components, it meant that we have trust and it is through that trust that we have equal relationships between all the stakeholders of the program. This indeed allows us to start negotiating and talking about sensitive matters like reintegration and reinsertion.

In the problem that I managed, we looked into past events when we were trying to look for the truth. Well, in terms of challenges, all that is done at the community level, such as all the positive outcomes at the community level do not (always) find themselves at a high level, especially programs that are developed at national levels. When they go to communities, they try to destroy what has already been developed or achieved by the communities. This touches on some sort of rejection from the community. However, to try and maybe circumvent the challenge, we continue.

Advocacy work is very important because it needs to be based on evidence, be it in Burundi or maybe at the international level or maybe through different programs that we need to undertake with the media.

Discussions

Q: You talked about intervention from the international community. What do you expect from the host community?

A: The host community is that which receives repatriated persons and ex-combatants.

Q: My question is about the community and the project- their actual and perceived involvement in the project design or implementation. How should this be assured? And what is the place of the state in all this?



A: The challenge we have are in mechanisms provisions for the communities that are developed at the national level. And here, we are talking about the bottom-up approach. I think that is part of the challenge.

The other thing about this community approach strategy, it varies across many countries. Sometimes the government has delayed the delivery of its obligations. But you find that communities indeed are affected by the impact of the war. So I think communities have to find ways of surviving, ways of living together, even if at the national level, no solutions are forthcoming.

And when the national level is ready, they will find communities that are already prepared. So, community approaches are very important. The elites are not only governments, they are not only political parties, but manifest also in local organizations. We find that these local organisations are not always strong but they represent the voice of the communities.

That is why NGOs go through local organizations. It is a way of strengthening CSOs and also the media. All the same, we work with the local administration and that is part and parcel of the lessons learned in Burundi. We cannot do anything without local administration- it has to participate actively knowing that participation is indeed to take into account opinions, and comments from those communities.

To implement a program one must master the concept note or framework, political framework or know the components that you need to implement. Even in negotiations, we must muster all the aspects, and all the concepts necessary. And in dealing with donors, we must be flexible to fit into the community's needs.

Suffice it to say that we need to add bottom-up indicators and ensure that communities involved define what we mean by peace and also move from theory to concrete actions.

2.7. Josephine Malimukono

[Facilitator: Madam Josephine Malimukono is a human rights activist in the DRC for the last 20 years and also for the League Foundation of Congo. She has worked on UN Resolution 1325. She has supported combat victims and survivors in Kivu and Ituri. She is a member of different organizations within the region and a mediator in GLR]

We work in South Kivu and North Kivu with our offices in Ituri and also in Tanganyika for the fight for Congolese solidarity. We work in very hostile conditions with multiple groups of armed groups that have risen from seven groups in 1996 to more than 200 in the region today. There is always conflict in our working places and impunity is everywhere. There are multiple political parties and sometimes every political party has its own armed group.

The context is very uncertain, sometimes you can feel that there is a lack of political will to promote peace for those who are managing the participation of militia and armed groups. As you see all the time, sometimes there are a lot of weaknesses in the management of DDR and dependants because we, men and children are dependent and associated with armed groups. There is a lot of sexual violence towards women. We still focus on those programs that are supporting victims of sexual violence and victims of conflict; I am presenting to you as an activist.



Josephine Malimukono

Many people have talked about activism but we talk about documentation because you cannot do advocacy with the mediation without understanding the context. We collect stories of victims and survivors of the conflict and do advocacy that helps us to launch alerts to all levels. We work with those armed groups and participate in the repatriation of refugees in Rutshuru and Masisi. We also do extension services of Resolution 1325, work with other women's networks, and run protests, and demonstrations.

We also analyse the agreements because if there are armed groups, it is because of the people who came together, and who will remain without achieving their commitments. We have two transit houses and 19 houses for listening to among others, victims of both conflict and sexual violence.



My second experience is a program that I led for about 10 years in favour of victims through an organization based in the International Criminal Court, that is, the Women's Program for Gender Justice. The main objective was to identify the victims for their rehabilitation. We also support victims, by listening to them and also ensure their psychosocial support, health care, and mental health and also help them identify and denounce international crimes and also bring the victims to readaptation. This work has been done during the time of Bosco Ntaganda and Thomas Lubanga. Those were very difficult times, but we worked in partnership with women's associations.

We had to map armed groups and the crisis, and the crimes that they committed. We took videos, we participated in the proceedings in court, and we participated in the trial proceedings of Thomas Lubanga and Bosco Ntaganda.

The work that is now remaining is assistance to the victims and their families, to victim communities, and to bring about sustainable peace and the well-being of the victims and survivors. As a challenge, there has not been any involvement of the government even though the victims had requested the government to allocate at least 2% of the budget. The other countries could also contribute, but the government will not give its support, which in turn has left the program weakened.

We have programs but without impact, because the government has not allocated any funds for their support. There are also permanent hostilities in North Kivu and Ituri. There is no respect for (peace) agreements and the work of peace mediators- they often find themselves working in a hostile environment. There are difficulties concerning that program, but that is a program where I am always very ambitious because justice will allow the victims to reconcile among themselves. But justice is not progressing, others will explain.

Discussions

Q: You talked about the agreements not being respected- do you think DDR is a sustainable program or effective if that would be the scenario? And also maybe you can talk about action to be taken to break this violence cycle?

A: On difficulties believing in DDR, there is a need to support especially mental health to understand how that happens when it comes to DDR. The 277 armed groups are being created by leaders in Kinshasa within the region. I do not know; we need to eliminate all that.

With the conflicts, how will the young people understand it when those who signed the peace agreement are long dead? How do you explain to the young people born in Masisi that they are expected to demobilize? It holds not have much logic. I do not believe at all in DDR.

Q: We have heard of the conflicts spanning about 27 years for the Butembo zone, all of those conflicts that have allowed for the collision of armed groups.

A: There is a problem relating to time. Well, I started in 1993 up to today, it is around 29 years. The situation in the West and in the East has really taken a very long time.

2.8. Basra Ali, Kenya

[Ms Basra gave out a small exercise in which she whispered a message to one participant who was expected to tell the next one and on like that tile the last participant in the room received the “whispered” message]



Basra Ali

After conducting a group exercise, she expressed that we realise that the message changed the context. The original message was different from the last one. The more the communication goes through several channels, the more the meaning changes. So, one thing as civil society organization is the issue of communication and secondly, it is passing that information to the right person in the right manner. So because we are talking about mediation, we are talking about communication and having the right information. This takes place within our (different) cultures, our communication, and our interpersonal skills.

My name is Basra Ali and I am one of the board members of the UNDP Africa Borderland Centre. We have representatives from different parts and partners from different governments like Japan, Sweden, and Canada, some of whom are represented on that board. I sit on this board and currently I am doing a small project on reaffirming the voices of women in the borderland areas.

We have just been talking about women in general, women in community programs but we want to specifically in this particular project, look at amplifying the voice because the women in the borderlands, in some of these vulnerable places can do a lot of work. They can take care of the children who fell out, they can take care of men who are sick during the fighting processes. They can trade, they can do all that. But how is the voice of those women heard? How can I hear the



experience of people living in DRC in this room today and really feel part and parcel of what is happening on the ground? That is, amplifying the voices of the good work that the women are doing without actually repeating or replicating the work that the same women are doing. So it's a seed pilot program in Kenya and we want to see how it can be magnified in the African context..

The main mission of this work or the main vision is to ensure that we have vertical, and horizontal communication and network channels among the women network at the borderlands. The main objective is to ensure that we support more women in terms of sharing information, having network, cross-vertical, horizontal, networking, communication and exchange programs so that whatever is happening in DRC, the women in Kenya can also know that this is what is happening at this borderland. Also amplifying the voices of those women.

It is also women who do a lot of this cross-border trade and issues of security and personal relationship is very important for women. Therefore it is about looking at these support programs and what kind of businesses or small opportunities are these women taking part in and how they can be magnified.

It is about how to ensure that those women can talk about their commodities and if possible, even ensure that the governments and other major stakeholders like the UN and others can come in and give their support to those women. Another view of the review of the discussion is just to look at what are the products, what are the policies that are needed to be magnified? What are the innovation ideas, and what are the business groups for both women and youth? What are the ideas that they share in those areas? What are some of the links that they have with their governments, UN bodies, and bigger organizations such as IGAD, and the European Union? Are their voices heard, and how can we have this interchange? It's not just looking at the vertical flow of information to these women groups but also some of the women group networks, ideas that come from them and how they spill over into the next entities. These are some of the value addition partnerships that these women can bring in.

Some of these borderland areas are usually left out- there are no roads, no infrastructure, no water facilities, no proper solar channels, there no good governance making women fear to talk about some of the issues. How can we focus on some of these last mile individuals and offer capacity building, and training and have a lens that focuses on them so that we don't say IGAD and EU who are here, the contact group should do the work, no! What can the women in this last mile group provide

Key components of major investments are the next issue. We can talk to large organizations to look at investments in cross-border areas, and address security, infrastructure, and access to mobile phones, water and sanitation facilities. This will help bring dignity into the lives of the people who are living in the borders to curb the movement of persons to locations where they know there are government facilities. People can be comfortable in their border areas, actually have voices together and map a way forward. They can plan for the next ten years and list the developments



they would like such as schools, and hospitals. This will help minimize some of the negotiations that are taking place at a high level.

And now the strategic plan: Once these groups of women have their voices amplified and they can talk to each other for instance in situations where we have the contact group getting information from these women they can plan, say for the next 10 years. They can say they would like to engage in a different type of farming in the next so many years. It gives the voice of hope with value addition.

These are partnerships that add value. They can state for instance that as much as the groups are working at a higher level, they would like a civil society organization in an area like DRC. In Kivu for instance, they can indicate that they would like a certain organization to take the lead. Other CSOs can support by handling water and other needs but ultimately there will be one CSO that will be the voice of reason, acting as the lead organization. The rest of the organizations thus support.

That was my presentation, I wanted us to look at how we can provide hope while having something tangible. Communities will not say that these are CSOs who talk and leave.

Discussions

Q: I am interested in what Madam Basra said. How is it that when women are protesting in the country there is a gap between young and old women when they are communicating? I would like to know how we can reflect on and bring together these women.

We carried out an analysis and succeeded in creating a universal space where aged women from the political, economic and social institutions come together to share their experiences with other women, listen to their experiences and also hold elections. Since the beginning of the year, we have worked with civil society organizations, especially in North Kivu, we now have a community of 212 women who have enrolled in the program. This means, today we have many volunteers even from refugee camps in DRC. All those volunteers come to the space we have created. It becomes a space of action and also implementation of practical orientation to also appreciate their contribution. Try and push hard so that it's not just an idea but it can produce some credible and concrete actions. These are actions that will have an impact in the lives of the people and the community.

Additionally, have you tried to work with civil society in areas such as DRC? The link should be to target the CSOs and try and work with them.

Response (Participant): The initiative (Borderlands) creates hope for the future and the support of women. To respond, when you are a woman, it's not about a big or small woman, they are all women. We work in the same circumstances with the same difficulties and it's not aged women who suffer more.



Participant: It's a very multi-pronged approach, a grassroots approach but also cross-border which is very rich and good because you get the opportunity to learn from different countries but you have a grassroots approach which deals with the women at the grassroots. We are trying to tilt the process of engagement from top to bottom to bottom up. There's a lot I can learn from your presentation.

Basra Ali: As is often said, 'we are Africa and Africa is our business.' We have been sitting on the fence for so long waiting for someone to come and solve our problem but it is now time for us to give direction to the rest of Africa and it starts with our communication. If we are positive about the communication we send to our people and what we want to see the next generation facing.

From our discussions, we have seen some of the work carried out by women from the Central Republic of Africa and Nigeria. When you review the international forums, you will find African women dominating in some of the top positions. So, why can't we bring these solutions back home and position ourselves properly? We have all the networks. Can we magnify it, if a community in Kivu sees there's a positive approach used by one of the CSOs, they will copy it? Use networks and utilize the knowledge. I would like to thank you all. This is the beginning of the process.

Let's do good work and amplify the women's voices to ensure they get heard. If funding is a major challenge to our work, let us put our efforts together and fundraise as a network.

2.9. Heritier Mumbere, DRC

[Mr Mumbere is the Executive Director of JAMAA Grands Lacs, one of the organizations implementing the Bilalo Byetu project to support Community-Based Reintegration CBR of ex-combatants in Eastern DRC/North Kivu Province. To showcase his organisation's work, he screened a YouTube video <https://www.youtube.com/watch?v=nEJTGvrPaZc>]

In my seven years of working, I have learned a lot of lessons and it is the few lessons that I am going to share with you, hoping it is going to inspire you for the activities you do in Sub region

A few days ago I came from Kitchanga in Masisi Territory of North Kivu Province which is one of the zones facing a high level of tension from armed conflict. It is in the Masisi region, which borders Rutshuru where M23 is rampant. This area has been characterised by inter-community tensions and ongoing armed conflicts for more than two decades.



Heritier Mumbere

We managed to bring together about thirty ex-combatants, community leaders, political and administrative authorities, civil society actors, traditional chiefs, church leaders and women victims of sexual violence to discuss the challenges of reducing violence, reintegrating ex-combatants and consolidating peace in this area. After a moment of intense exchange, one of the former rebel leaders who had become a prominent member of the community came up to me and whispered in my ear: 'It's good to work you're doing, but never make the mistake that others have made of believing that peace can only be built with the victims (those who have suffered violence), while omitting the

perpetrators (those who have committed violence). We need the truth about the causes of the conflicts, about who did what, and community reconciliation between these two groups if we are to have any hope of true and authentic peace. Without this, everything else is an illusion."

The cause of conflicts in this area is linked to the fact that one part of the population is made up of herders and the other part is made up of farmers. Conflicts often arise when the farmers (mainly Hunde and Hutu) complain that the herders are grazing their fields, and they want to take over the land to graze their cattle. The herders (especially the Tutsis) complain that the farmers kill their cattle. As a result, there are constant clashes that often lead to conflict between these communities. And each time conflicts arise, armed self-defence groups or militias fight against the other ethnic group; in addition to the identity, land and power issues associated with them.

Most peacebuilding support projects in this area have often been limited to superficial aspects, without going into the depths of the causes that contribute to creating, maintaining and continually fuelling armed conflict in the eastern part of the Democratic Republic of Congo. The Disarmament, Demobilisation and Reintegration (DDR-RR) process is also often situated in this perspective of disarmament and demobilisation action, without a prior analysis of the reasons that contribute to push them into armed groups and the effective strategies that can contribute to get out of them and



still find a stable and fruitful civil life. As a result, ex-combatants who arrive in their communities find the same motives that pushed them to join armed groups. And this becomes a factor in the failure to keep ex-combatants in their communities as long as possible.

The environment thus becomes a space par excellence for the expression of armed violence, where young people join armed groups out of a concern to protect their respective ethnic communities, and those who leave via the DDR process find themselves returning after a while, given the following aspects:

- The non-acceptance and stigmatisation of these ex-combatants within their host communities. Being an ex-combatant in the community brings shame, insecurity and exclusion. This pushes some to find asylum again in other armed groups or to return to the former one where they were actors. This is despite the fact that they have gone through the classic DDR process;
- Lack of spaces for listening, reconciliation and psycho-social support for these ex-combatants. Most of these young people who join armed groups come out with a lot of trauma. This means that they need places to be listened to and appropriate psychological assistance to heal their wounded memories.

We are working to open these spaces where community members meet with ex-combatants to discuss the obstacles to their reintegration into the community and to reflect together on ways in which they can be socially accepted and reintegrated. Our project aims to work towards reconciliation at the community level by creating an environment conducive to dialogue, while involving all social strata in the efforts to reduce violence and consolidate peace in Eastern DRC.

But this is often not an easy job. It is dangerous and too demanding in terms of methodological approach. First of all, the physical environment is very hostile. Violence is unpredictable. The worst can happen at any time. One time, we came from there and soon after, people were killed not far from the area where we were. In addition there is the impassability of the roads.

In addition to this, there are the personal testimonies of the victims of conflicts, which are also traumatic and to which we are often in contact as mediators and peace actors. A few days ago, one of our volunteers collapsed in the refugee camp, as she had just observed the case of a child who had lost his family members and suffered burns all over his body. The wounds were already rotting. She couldn't bear it and she died. When I think about myself, I wonder if I am not already unconsciously affected, given the horrible moments of the wars that we have been going through lately in the East of the country and which force us to be permanently on the ground with those who suffer. Unfortunately, we are not spared from this suffering, it affects us in one way or another.

Discussions



Q: We have about 227 armed groups, 10 foreign armed groups and politicians have their own armed militias. From your opinion or point of view, what is being done by the Central African states that have started their operations in DRC? In your opinion, are they going to find solution at that level?

What is the work of all those militia groups? Are they there to protect their population, are they there to extract minerals or are they there to exploit the timber? What is it that they are doing there?

Jean Claude Bahati Muhindo: I understand the work is not easy, especially in the prevention framework and the emergencies, in relation to displaced people. From experience, there are a lot of funds that have been injected in reintegration and stabilization, at the Masisi. There is also a question around management, democratic dialogues that have been undertaken in that zone. Unfortunately, we are still registering insecurity cases and armed groups are growing day by day.

The ex-combatants are not necessarily the actors of the situations. There are young people who are now joining the armed groups, especially on the basis of the community and political affiliation. I ask the question, what has been done on the social instability processes in the region? The area program, have they tried to change the mentality or the mindset of the ex-combatants? There should be psychological management systems because the community is suffering. Do you have some innovation that you brought to the field to change the situation?

I know the root causes of the crisis is because people, sometimes fear to talk about the identity, community identity, and also about the land crisis. What do you think

Q: I have a concern that the needs are likely to be too big than the interventions. In my opinion, the actions that are being brought by the intervention from the project are still young. What are you proposing to the active actors after the project has been implemented? What are the minimum responses from the victims after the product has been implemented?

Q: You said that ex-combatants are sometimes afraid to go back to their communities, because the community does not have confidence in them. What are the mechanisms and strategies that you have used to reconcile the two parties for them to go back to their homes?

A: Thank you very much. I think to answer the question I prefer that we view the video. There are some answers to the questions that have been asked.

[Video Presentation]

2.10. Gratias Kibanja Goma, DRC

We work in trying to mentor young people. We carry out advocacy and also have mediation sessions. We started working for several years, since we were born in war, grown up in war, and we have continued to fight for peace in our country, and also for the Great Lakes Region. We started working on peace matters from 2014. As young people, we brought together more than 300 youth, during the Congo United Conference for Peace and Reconciliation.

As young people, we agreed that to enable us fight for peace in our country, we should put aside our ethnic differences and see how we can work together. We reconciled ourselves, but I want to say that reconciliation is indeed being divided by actors who want to lead us. Sometimes, youth have got difficulties in accepting themselves. We worked for prevention by creating nonviolent youth in regions of Masisi, Nyiragongo and many people benefited from our program.

We organized capacity building sessions for peace and conflict resolution and also sensitized our youth through media and other communication means. We have had the youth who left the armed groups through our advocacy and we gave them some money to help meet their needs. This is



Gratias Kibanja

supposed to be the work of our government but as you have heard from previous speakers, they were disappointed by the (government-led) DDR program. When we are faced with such matters, especially adolescents, we try to see what we can do at our level so that they are able to be reintegrated back into society. As young people, we have several responsibilities.

I was in charge of the youth from 2016. We have worked in different programs at national and regional levels to build peace through the youth. We initiated a youth Centre with the support of UNDP. As of now, that Centre is indeed a military base taken over by war. When you get to the town of Goma, you will find that it is indeed filled with military bases. You find that youths do not have this space to carry out their activities. We hope that we will regain that space. Since 2009,



we have been working with women in rural areas as the host community, as well as working with the displaced persons in mediation for them to be able to solve problems with the community and also facilitate their participation in peace mechanisms.

We also work with persons with disabilities for their economic empowerment and to ensure they participate in local peace communities. More than 300 women and young women have benefited from our program in areas such as Nyiragongo and Masisi. We carry out advocacy with religious leaders so that they are involved in the search for peace and also in the fight against violence against women and also young girls. We try to mobilize young women and young girl leaders through intergenerational leadership programs for better government governors.

We also have meetings with authorities to share with them the problems from the community, especially regarding peace and to also ensure that we have security in our province. And this is done at all levels. We are also involved in the frontline in humanitarian systems for communities- we are tired of the war.

We have some ways forward. We intend to continue on women's resilience in terms of economics. We also need to give psychosocial support to the displaced persons and continue advocating all leaders to ensure that we have sustainable peace in DRC.

Discussions

Q: What are the strategies to be put in place so that you can address the root causes of conflicts? I think that is what should give us a pathway to bring an end to crises or conflicts that are in Eastern DRC.

I can see an issue with our country Burundi, there was a crisis in our country. The root cause of the conflict was the problem of power-sharing during those times. The government in power, there was a problem relating to power sharing so we started having a dialogue between the rebel groups and the government just to solve the problem. This led to many agreements. We had an Arusha agreement and power was shared. For now, the country is calm and the institutions are indeed shared between social groups.

In my country, there are no ethnic troops. They are no tribes. Those are social groups. We speak the same language; we have the same culture and are even in the same village. We succeeded in solving the problem when there was power sharing. That is why I am telling Congolese people, as much as you do not address the root cause of the conflict, there will always be problems in that Eastern part of DRC.

It is the responsibility of us all, I think as a community of practice, we will think and come up with strategies so that we can address the root causes related to the conflict in Eastern DRC.



Secondly, I would like to know, what are the armed groups? What are the foreign armed groups that operate in Northern Kivu where you operate? What are the relationships between those groups and the local groups?

Comment (Participant): As for the question relating to the root causes, there is a UN Women org based in Goma, they had a retreat to try and analyse different agreements within our country, but equally with countries in the region but also between our country and other armed groups. The issue of analysis led us to understand the root causes, of the problem of DRC.

DRC has got several problems God blessed us [resources] and that blessing is indeed a source of problems for us. We hope the issue of looking for peace, would be left to the Congolese people. Once we mobilize ourselves, we can live together (in peace). We need that solidarity from the region for us to see how we could probably address the root causes so that we can have this sustainable peace.

Comment: Participant: I would like to respond to a friend from Burundi by saying that in Congo, the war that we have is the war that has been imposed on us by foreigners. There has not been a war between the Congolese. This has been imposed on us by the neighbouring countries and we all know it but we do not want to say the truth. We are asking where shall we go in this hypocrisy. Will we one day have peace if we don't tell each other the truth? You also know the causes. In DRC, we have never heard of power conflict, but the war has been imposed on us.

Comment (Participant): It is the return of Rwandese refugees that created the hostile movement. When DRC is undergoing all those things due to our hospitality and kindness, those refugees came to take arms against the country, and they started committing crimes that you do not understand. They kill people, they carjack cars on the roads, and finally, they wanted to come for power. You can't really understand somebody who is a refugee instead of requesting to go back to their country they start asking for power. These nationals among ourselves, who will accept to give powers to a person who has taken a weapon on. I don't think it is easy. These are the biggest (root) causes.

Comment (Participant): I will talk about the problematic sector of security. It has been one of the main root causes that promote conflict in our region. When there is no management of arms that are circulating in our country, there is a problem. Within our army, there is a problem with arms management.

The arms are circulating within the armed groups in the community where there is a lot of proliferation. Those arms come from the armies and the police. I also have information that even the police distribute arms to young people to use in crime (robbery) at night. They then share the stolen goods. Do you think that the killings of civilians come from community conflicts? No, I don't think so.



I understand that many years ago, communities lived in peaceful co-existence, they married and intermarried without any problem. The problem is that between the army groups, there are military members who distribute arms in exchange for what they want, such as minerals or cannabis. That is the problem with the security systems.

You say that in Congo there is no conflict between armed groups, but there are groups that are fighting amongst themselves. Today there are groups fighting and community members and civilians were killed. In North Kivu, there are several foreign armed groups. In North Kivu, two groups are very well known IDF and FDLR, and M23, a foreign armed group. These groups receive support from the countries,

I would like to recommend the conflict in North Kivu. The armed groups should just go (back) to their own country. Uganda can collaborate with their armed groups to go back to Uganda as ADF. Rwanda can also talk with the FDLR. Then, Congo will just remain peaceful because there will be no intention of creating armed groups.

Mumbere: I think the action that we can take as civil society organizations, is to work together and create solidarity and protect people who are suffering.

2.11. Eddy Byamungu, DRC

[Mr. Eddy Byamungu is Congolese and has engaged in DDR activities for a long time, He took part in IM, which he has implemented in DRC and elsewhere. He is also a consultant on issues of peacebuilding and is involved in the fight against community violence for many years. He is a professor and a researcher at the University in the Faculty of Law. He has a wide range of experience that he is going to share with us]

I will share my experience as a consultant and researcher. I will share my experience with the peace building process that started in 2012. Between 2007 and 2012 I was in the education field. From 2012 I started having an interest in peace building. That is when I started working with an organization focusing on peace based in North Kivu.

When it comes to DDR, I started my experience in 2007 with Folke Bernadotte Academy (FBA) in April, where I coordinated a big national workshop in Goma on DDR- on community-based integration, The workshop had 60 experts in DDR from different UN agencies. I then took the opportunity to know experts from the World Bank, the European Union, international organizations and the representatives of the Government of DRC.



Eddy Byamungu

In 2000, in September I was invited by the Ministry of Defence for complete training on the concept of and implementation of programs of DDR. The 15-day training in Stockholm brought together experts of DDR. It is from that training that I became an expert in DDR in the world, not only in DRC. It combined theories, case studies and practical exercises at the Royal Academy of Sweden. We also learned how to use the guns in the complete program of DDR.

In 2018, I supervised the implementation of classic DDR in a community-based organization. That is what inspired the program in DRC, the CRC that involves the local community. In 2019, I undertook the pilot project supported by FBR and implemented by Transition Internationale. During the same year, I was invited to participate in a workshop on Insider mediation here in Nairobi. This is the same project that they have invited us to today.

From September to December, I was recruited by the UNDP crisis as an international consultant to undertake an evaluation of the level of implementation of community-based interrogation. I proposed to UNDP the method of implementing the pilot project. In 2021, I participated in an online forum on negotiation and insider mediation with Clean Clear Darling Institute. In June 2022, I was also invited by UNDP to undertake training on peace building and IM.



In September 2022, I was here (in Nairobi) with some of you on IM and DDR facilitated by Clingendael Academy. Today we are here, to receive training concerning DDR. It is these experiences, and expertise that I acquired throughout those sessions.

Discussions

Q: With all the experiences, trainings and also the challenges in the field do you think that DDR in North Kivu East has succeeded?

Q: Do you think CBR has validation in the context of foreign armed groups?

Eddy Byamungu: I believe in DDR, but as I highlighted, we have proposed a new approach that you call CBI or community-based integration. It inspired me and inspired the current program in DRC known as CRS with a face on the local community and stabilization.

In a conversation with an expert from New Zealand on the new program, she said it is the last chance if it's not the last card for the pacification of DRC- provided the government is serious about this issue. The program has used the CBS approach. It is the saviour program for the pacification of DRC. Why? Because it is the program that does not give a lot of pressure on ex-combatants but also on the community and other community structures for the success of the DDR program. The other thing is this program inspires a holistic program. It is not like the previous program where you needed to propose solutions, and have collective solutions for all combatants.

The holistic approach will always take care of the context of ex-combatants and their experiences to bring them to the table and show them how they are going to benefit when they are reintegrated. There is the aspect of the innovative approach which is inspired by CBR. DDR is not easy unless the government is serious. It only works when the government is serious.

On the question of foreign groups, community intervention gives more weight to the host community as compared to the ex-combatant. That is the meaning of that approach. For foreign armed groups, we cannot use CBI because they are not from our local communities in DRC. It is possible to do it in their country of origin because they come from somewhere. Their local community is known and it can be identified easily and they can be integrated into their country of origin. We can support the community for it to absorb them in the development program. The operation will really need you moving in the same direction.

Q: Just to add, do you believe in a serious program with an ex-combatant who has never been demobilized?

Eddy Byamungu: Well, that one is taking a political direction which is beyond my capacity. In the DDR program we received witnesses and talked about DDI that was implemented in Cote d'Ivoire. What made it successful was the political will. In DRC what has failed in DDR initiatives is political will.

2.12. Judith Kambote, DRC

[Madam Judith Kambote is a legal defender and national coordinator of Union des Juristes Engages pour les Opprimés, la Paix et le Développement (UJEOPAD-RDC)]

Before sharing my experience, I will start with a small context of where I come from and where I am. I remember we were at the university. During our first year, we had Professor Mckinney who was lecturing us on International Humanitarian Law. He talked about wars, the protection of populations during the war and the well-being during the war. We discussed a lot on this subject matter. We were five young people who sat aside and said we have a lot of things to do in our country. We have to help our country and more precisely in our province North Kivu. We invited the professor to come and facilitate a peace conference at the university. From there we started sensitizing people. We said that we had things to provide for but we did not have the means to support our actions or initiatives.



Judith Kambote

We had ideas but not the means to support our actions. So we did sensitizations, for example, fighting against statelessness, we desensitized families. We asked our mothers with children at home and love for their country and had the passion to do the work to continue and help our



country. As for the experience in our work regarding peacebuilding, remember during the ‘*Pamoja kwa Amani*’ program, we had many workshops when we were talking about peace building.

We talked about peace building and social cohesion. It was a two-year project. At the workshops, we as CSOs said we could not talk about peacebuilding without addressing the root cause, especially in areas like Masisi, in a bid to understand where those conflicts came from. We came up with a list of conflicts found in some territories of our province. From there, we started working on different aspects and when the project wound up, we were not in a position to continue due to lack of funds. That is the challenge that we faced. We were actually on the right route, but at some point, in time, the project came to a close. We had nothing to do and we were not even in a position to follow up our actions on the ground because the donor had left. There were no more funds.

This indeed had an impact on the efforts that we had already began on the ground. We searched and got another donor. We were in a network of youth where we initiated young people to work on that theme just to see what we can bring to our specific province. We grouped and united more than 30 youth. We had formal and informal organizations, we had youth who had talent, but we had organizations that had no papers or documents. We got them into our system, we initiated them into the peace process aware that with nothing to do they could be a time bomb. We managed to put them together in the northern and southern parts of Kivu.

They brought up their initiatives, and we supported them so that they could be part and parcel of the movement. They contributed to many activities like social cohesion because they could find themselves together. For example, on the playing field, working together and talking about peace all the time on the strength of social cohesion. After two years, the project came to an abrupt end. Our efforts were again weakened. We couldn't even follow up on activities that were done on the ground. Then after that, we understood it was important for us to meet and discuss new ideas. We created another network and we understood that there was a problem with funding.

We sometimes received funds from donors who were very structured, and very restricted. We could not even act or continue on the project. We tried to carry out advocacy, we showed the donors what the problem was and we told them that we had options on the ground. We told them we had efficient actions and proposals, but after the project, we were not able to follow up on activities on the ground. That is how we carried out some sort of advocacy and fortunately, some organizations received funds although the funds were not very, very limited or restricted or structured. This has allowed us to carry out monitoring activities after the project.

We now have a project where we are working with ex-combatants on insider mediation. This is where we are now and we hope things will work out well. Despite that, there is some sort of confrontations and measures that we are working on.



Discussions

Q: *You worked on a project for two years then there was no funding. You then had more funds for two years and you were back in the field. How do you ensure that your undertaking has ownership at the local level so, you will not dwell on donors or partners coming in?*

I really do not believe in getting money from donors. Donor money has a lot of restrictions. It is good for us to think outside the box. Whatever we are initiating, how do we gain the complementarity of government?

Initiate a project and pull in the government from the very beginning. It is very easy for the government to see the value addition You may not like your government, but it is the one that is there, supporting it.

Judith Kambote: In the workshops when we want to start activities, we invite authorities for them to understand what the civil society wants to do. We work in close collaboration and partnership with the government. We cannot do anything in the country or the province without informing the government. We explain to them what we want to do.

Q: *Do you get some time to analyse all that you've done, especially on the individuals as well as on the community? Did you try to analyse the impact your project has had?*

A: In terms of the impact of our activities on the communities as well as on the individuals, what we can say is that it has been positive. When we carry out activities like the one that we did in Minova with the young women, we were in the process of training women on legal instruments, national as well as international. We got to a point where women were supposed to come up with advocacy materials. Women had been mobilized and were satisfied to understand what they did not know. It is like those women had woken up from their sleep.

When we left, they continued with the activities but there was a need also to support them. That was however the main challenge, that was the problem. There was no continuity of that project due to funding hitches.

Comment: When you are saying that the money was finished and that you were waiting for other partners, I would have suggested to you create or come up with some synergies to work with other NGOs. Especially the ones with similar objectives or vision so that you can get support. That is, extend your wings, and your networks to other NGOs.

2.13. Pauline Kibuya, DRC

[Madam Pauline Kibuya is from the DRC. She is an expert in gender leadership and an activist for human rights. She is a coordinator of the Congo Future organization, and a focal point for the Global March on Women in Northern Kivu]

Indeed, I have heard all your experiences and this led me to change my presentation. What I have heard since yesterday, you agree, we are indeed dealing with the consequences. We have talked about mobilization. We cannot say we have had a sustainable peace with the resurgence of armed groups.



Pauline Kibuya

There are always displacements. We were in the IDP camps in DRC, we had victims and we were trying to see what needs to be done. There will be other many displacements in areas where we have conflict. What can we do so that all those things can stop? We said it is M23 that is indeed threatening, what can we do so that we can stop these displacements and go and see M23 and ask them what exactly they want? We are ready to go and see the rebel leader of M23. We said we cannot go there just

like that; we must understand what they are claiming. We

started thinking, trying to analyse the agreements just to see what is written in these agreements, and what is leading all these M23 attacks from 2019 to 2022.

We looked into the agreements with other women leaders from North Kivu and there is an agreement for 2019. We established that most of the articles in those agreements have been implemented. Most of the agreements were for the UNDP but the government did all that it could ultimately, we are in 2022 and the movements have been resurgent. In Article 1c, the movement can claim all that has been done in agreement and all that should go through political routing and not through war or taking up weapons. That is not M23.

We know how our CSOs work and need to create a strong civil organization.

My colleague said that if Eastern DRC is destabilized, it is because the entire region is also destabilized. You can see other countries have paid the price. Rwanda is attacking us all the time;



they have also paid for it. It is also Nairobi which has facilitated dialogue, and the former president of Kenya has facilitated dialogues. If we can indeed draw benefit from that, it can help because we are trying to discuss it. Let us look at and address the root causes. Let us see what we can do together, even if the spillover will find us in our country. We can at least try and do something and achieve something. We can see that those who have participated want to do something.

Comment: I would like to encourage you because we have observed that in several crises in our country, especially North Kivu, women have played major roles in the resolution of those crises. History is awash of women who have participated in peace processes and also met the rebel leaders face to face. If only women could continue to be determined and confront the risks, meet those people face to face, and ask hard questions such as “what do you want?” and “do you want to continue waging the war?” Men are the ones who are fuelling the conflicts but women have peaceful voices. If they can continue to speak up, it will bring the voice to another level.

Pauline Kibuya: Do not forget that they have now classified M23 as a terrorist organisation. When we think of meeting them, they say we are meeting a terrorist organisation.

2.14. Florence Boloko, DRC

[Florence Boloko is a Congolese, member of FEMWise Africa, an Expert in Gender and Conflict Resolution as well as working also with the Coalition of Women for Peace and Development]

I work with the Coalition of Women For Peace And Development, whose main mission is the advent of lasting peace within oneself, within one's family, within one's communities, in the DRC, in my country, in Africa and the world. The world must be a haven of peace and this peace can only begin with me. That is why we train peacemakers who become trainers of others in the community. We also train people in reconciliation, especially women victims of all forms of violence, to be reconciled with their families, and children born of rape are reintegrated into the community and accepted into their mothers' biological families. Without peace, we can do nothing. This peace does not only consist in the silence of arms but a person with a hungry belly is not at peace with himself and he will never be at peace with others whom he accuses of being at the root of his misfortunes. In this regard, we train people in small trades to generate income to help them survive. To date, we already have 10,000 families that we are supporting in small programmes with small survival activities. In the long term, we plan to get these people to set up savings cooperatives so that they can keep a small income rather than live from day to day without any assurance of a future.

We keep people busy in the communities so that they are not tempted. It is when people are not busy that they have bad thoughts that lead them to do things that harm other members of the community. We train them in conflict resolution and mediation in small conflicts that undermine internally and can lead to much harm. We apply on a small scale what we learn at the big international conferences we attend. This is only one part of the great work we do at the grassroots

level with communities and individuals. We have clubs run by loyal Artisans who have a wealth of experience to share.



Florence Boloko

2.15. Emery Ntaneza, DRC

[Mr Emery Ntaneza is a Congolese with experience in peace and security. He has been working on peace and security since 2008. He has worked for 10 years with UNESCO in the area of the DDR program and repatriations. Right now he is an expert in the peace and security framework at the regional level where he is still discussing the same issue]

Currently, I do not have a lot of experience to share. But I will talk about two things in the negotiation with armed groups. And I will share my personal experience when we have to work in the framework of negotiation with the armed groups especially and particularly on asking them to drop (arms) and also participate in the process of DDR. It is not always good to have the message,

being a position message listened to by different armed groups. Sometimes it is the responsibility of the people who are in the process of negotiating with the armed groups [to listen].

I will give an example of when I worked with the armed groups, FDLR and M23, in the framework of negotiation to bring them to the peace process. These were the leaders of the movements and the people who were involved in the Rwandan Genocide in 1994. And since they left the country, they have no realities of Rwanda but they still think and do the same things the way they did before they left.

I was sent to FDLR to invite them to voluntarily return. I had been tasked by UNESCO when we went to sensitize the group. Some people were there and examined the message through their lenses to find the arguments. I told my team that I worked with that the questions they were asking were not progressive- we thought that for us we instead had to find solutions. Some people went through the same programs and were circulating information that people had been killed. We worked with the Rwanda Commission RBRC to help us identify, those who had returned from the conflict. We organized for the first time a Skype meeting and invited the members of the families of those who went back home to see them physically and talk to them.



Emery Ntaneza

Members of the family had heard the propaganda that their kin had been killed, and they had those emotions of seeing them alive. They had an uncomfortable moment with the leaders who had already found the argument to fight on.



I now want to emphasize the role of a woman in the process. What I decided with the team at the Kanyabayonga region is related to women. Instead of sensitizing the (armed) groups, I invited their kin- wives, children who were studying, siblings, etc, to talk to them. They learnt that even the ex-combatants who were there were settled, and they started feeling remorseful and keen to reunite with family, more so after getting pressure from their wives. “We saw our family members in Rwanda yet you told us they had been killed. Why are you asking us to stay here when life is good on the other side,” they bitterly asked. We saw some groups that started saying they were ready to go back home and that decision was not taken easily.

It is by perseverance; it is not by contact that we attained the results. The results came from hard work daily and being innovative. We also want to mention that it was important to involve the country's authorities. Even if it's a civil society organization, you also have to mention the political will. It is very important because there are those questions that young people cannot help answer but the government can.

The government can respond to several concerns that are raised by armed groups. While I met with M23, we sensitized them that there was no government involvement. When we had the government mechanisms, we spoke with M23, we gave the assurance of what was in the sensitization. It was in February 2019 in Goma, that we brought in 57 M23 members. That is why we have to work with the government. You cannot achieve much if you do not have a good relationship with the government that has the primary responsibility.

Discussions

Comment (Facilitator): As insider mediators, we have to take care of the interests of the actors. We have to understand the interest of the ex-combatants, and the interests of the leaders so that we can create a message and a strategy. We must also not forget the role of women in the process. Women are involved in mediation and DDR. As observed, women contribute to pushing their husbands to go back home. You also need to find a good approach and be credible. When he created the Skype process, people who were in Rwanda, talked to their family members and they realized that they were not talking to ghosts, they were talking to human beings, more so their kin. That is something you have to do as insider mediators.

Comment (Participant): It is not a question but an observation. I am talking about the control of all the women who are here. We have to observe that women should not be victims. They are also ex-combatants and I am raising that question. You say that when women talk to their husbands, they talk about people, you look for the answers that are specific including women who are ex-combatants as well as women who played a role in the violence and conflict.

Comment (Participant): When I listened to others, I think we are not at the same level of expertise in mediation. A good mediator should be impartial.



Emery Ntaneza: It is true in conflict, women are also victims, but they also play a big role within the armed groups. For example, in FDLR some women are armed and in uniform. It is not a question of only combatants, but they also support the logistical aspects. Those are the things you also have to consider. Forgetting about them does not solve the problem.

You also mentioned the quality of the mediator. You cannot be trusted if you are not impartial. That is very sensitive, if it looks like a condemnation, that means you are not going to come back tomorrow and you will not be listened to.

Even if you have emotions, it is normal, you cannot overlook those. The most important aspect that people forget is that of the answers we should give. There are many other considerations, for those who have lived for a long time, for decades. We need some psychological support which is also very important.

2.16. Insider Mediation for DDR

UNDP Governance and Peacebuilding Analyst, Ms Pezu Mukwakwa presented on Insider Mediation for DDR. She said it was important to understand what mediation is to prevent conflict. She defined mediation as a “process of assisted negotiation between two or more parties.” A third party, she stated, helps prevent, manage or resolve violent or destructive conflicts between governments, opposition parties, armed groups, civilians and/or other affected stakeholders

On the other hand, Insider mediation (IM) is “a process of supporting negotiations – as well as a variety of other forms of dialogue – to prevent, manage and resolve conflicts at different levels of society”. She explained that in IM, it’s not a third party involved, but in most instances, it is an individual or groups of individuals who live within their communities where the conflict is going on and who are engaged in the process.

“From being part of the community, that's where they derive their legitimacy from as well as their credibility because they're closer to where the conflict is happening,” she added of IM.

Importance of Mediators

The Analyst said mediators are important in that there is recognition from a society-wide approach that for peace to be built, inclusivity is necessary, and more specifically, the inclusion of women. Most people opine that most of these processes sometimes are top-heavy and then go all the way down, she added. With insider mediators, being already part of the community, they can look for ways of sustaining peace from the bottom to the top. This explains another important reason for the existence of mediators, i.e., the recognition that mediation is the key to conflict prevention. She further pointed out that mediators are important for the reason that there is also an increased focus on the need for national and local capacities for the sustenance of peace.

What are some of the works that insider mediators do?



The Peacebuilding Analyst outlined the various interventional areas that insider mediators engage in including:

- Peace processes
- Political disputes
- Electoral related violence
- Natural resource-related conflicts
- Humanitarian crises
- Preventing violent extremism
- Identity conflicts
- Intra group tolerance, and
- Diverse community levels.

Categories of IM

The presenter identified some of the types of interventions (by IM) as;

- They find entry points. E.g., we need to start looking at what the root causes (of conflict) are.
- Building consensus, and solving problems- e.g., participants can build consensus, on how to move forward on certain things
- They have direct mediation, e.g., in the case of the Political Affairs officer from the OSESG-GL where he was directly involved in mediating a process.
- Advocacy is undertaken extensively in their organisations in search of peace.
- Early warning which ties in a lot with what the ICGLR Director for Peace and Security looking for the regional insider mediators to support with information sharing as they are part of the communities and they know what is happening.

Role of insider mediators

This is in three aspects.

- There's facilitation- In this case, facilitators are not either party, are just bringing the parties together and helping with the process.
- Then they also help with dialogue. Here we are fostering relations between the parties so you can come up with a consensus.
- Mediation. This is where one is looking at the specific sides of what's going on in the conflict.

Discussions

Questions:

- *Is there a link between insider mediation and all the dynamics of transitional justice?*
- *In insider mediation, what do we understand concretely by the word insider? You can be working and are based in the district, but have the activities at the (whole) territory.*



- *How do we determine the Insider component and what it means especially if someone can be working maybe in a different district, but they are part of the same territory?*
- *Or outside the territory, but all the activities relating to insider mediation are running in the territory, but the inside mediator himself doesn't belong to that community.*

Pezu Mukwakwa: The component, the insider aspect already means 'internal', therefore one has to be 'inside' or within the conflict-affected area. You cannot be an insider mediator if you are operating from outside. That person then becomes a mediator because they are a third party.

Regarding the link between insider mediation and transitional justice, this is a very good question. Similarly to the categories I explained, some of the work that Insider mediators do is facilitation, and also dialogue and part of the aspects of the process of transitional justice involve dialogue. You would also be facilitating these dialogues

But there is also the aspect of the peace processes as well that come in. It ends up being if you are an Insider mediator, then you could be part of the same peace process that's leading up to some form of transitional justice. That's already one linkage. Or you could be the person who's facilitating dialogues within the community to contribute to the transitional justice aspects. That could be another aspect. There are linkages between Insider mediation and transitional justice.

Allow me to mention that sometimes, although insider mediators are people, insider mediation can also be a process where people within decide to facilitate an internal process where they can mediate amongst themselves.

2.17. Reflections- Day 2

Ms Pezu Mukwakwa of UNDP facilitated the session.

Participants came up with the following reflections on what they had learned in the day:

- Practical experiences in peacebuilding and keeping emotions at bay in seeking solutions
- Consideration of gender in programming
- Encouraged by learning from each other
- Insider mediation and CSR
- Decolonization- leverage ideas in the field of DDR
- Localise strategies- bring them down to the community/grassroots level
- Efforts to link to governments to enhance ownership
- Create synergies for sustainable peace
- The political will to bring sustainable solutions
- Consideration of host communities
- Communication is very important and honesty in all actions
- Harness regional institutional memory for knowledge exchange



- Transfer of expertise/experiences- Learning by doing [Field Experiences]
- Documenting experiences as a key resource
- Transparency, Accountability and Fairness
- CCG: Appreciate working with all ahead of deployment to Goma
- Learning best practices- enriching experiences
- Constitute Steering Committee for projects in DRC
- Intergenerational knowledge transfer
- Monitoring and Evaluation of progress made and achievements through work done.

3. Proceedings- Day 3

3.1. Questions and Comments

Ms Pezu Makwakwa invited participants to raise any concerns or questions they had. Hereunder are the proceedings:

Comment: It is for us to support the government. In particular, I am happy that everyone has an idea of the sensitivity of the DRC situation. We should help our neighbour.

Q: We already have a CoP- who are its members? For some of us, we were invited in private capacity- going forward, how will we be involved? Will we be members of the CoP or UNDP?

A: Pezu Makwakwa, UNDP: The CoP has been operating informally. We wanted to go through its ToRs to put some structure into it. Moving forward, the inputs are going to be made into the ToRs and then will be shared with ICGLR as it has to be anchored there for ownership and sustainability. Those terms will then be endorsed and valid for other members as well. Membership to the CoP is voluntary- the CoP is not UNDP's but for practitioners in the DDR and on the overall anchored under ICGLR.

From the experiences shared, we hope to leverage our capacities. We will share contacts for the purpose of sharing synergies. Hopefully, we (participants) can reconvene next year and see how we progress.

Q: We are a varied or diverse group- what happens in the future- the role and responsibilities of each should be clear.

UNDP Analyst: As we conclude, we shall define how we are going to use the lessons learned; it is (also) important to know what we shall do and commit to as we leave this place. For us, the UNDP and ICGLR, our role was to convene and get the CoP validated and for both parties to leverage the capacity in the CoP and other practices, such as tapping into the expertise here (among participants).

Q: On the capacity of organisations- sometimes funding ends before the project concludes- the situation is complex and needs a sustainable solution.

UNDP Analyst: On capacity- it should be useful to learn how to mobilise funding because most of the funding provided is for the short term. Organisations need to be innovative, e.g., institutions or CSOs to do more collaborations. Projects need to have an exit plan that ensures sustainability. It is imperative to look for innovative means to ensure (your) sustainability and credibility to continue with what you (organisation) want to do.

Comment: No program will ever be eternal- this means one must think of an exit strategy as the project kicks off. That is the local community should think in terms of how to exist beyond the funding cycle.



Participants engaged in an icebreaker exercise

3.2. Group Exercise

Participants were divided into 4 groups to discuss: Key lessons and best lessons learned and action plans on the same. They presented the following;

	Group 1	Group 2	Group 3	Group 4
Key lessons learned	<ul style="list-style-type: none"> ▪ Experiences shared resonate across different settings- more exposure may need to be done ▪ Mediators are at different stages of capacity- some experienced, etc- need to be trained ▪ Learned of the successes and challenges ▪ There is a gap in the DDR process- ▪ No psychosocial support was given to returnees ▪ There is a gap in the research- to know the root cause of the conflict; 	<ul style="list-style-type: none"> ▪ Include local authorities in Programming; and Advocacy ▪ Communication through the entire cycle and to all is the necessary-Ensure bottom-up approach [Horizontal and Vertical] ▪ Include gender perspective ▪ Develop a strategy for implementation including CSOs ▪ Difference between IM and Mediators 	<ul style="list-style-type: none"> ▪ Negotiations require experts ▪ Political will needed- Government is an important partner ▪ Maximum participation of women and children ▪ Understanding what partners to count on [who is who and what they are doing ▪ Avoid unfulfilled promises- this leads to mistrust ▪ Similarities in the GLR context ▪ Progress achieved and initiatives taken e.g., psychological support but not documented 	<ul style="list-style-type: none"> ▪ DDR process should be all-inclusive with important consideration of communities and women ▪ Insider mediators should be credible and show legitimacy to their communities, e.g., the use of religious leaders ▪ Young demobilised persons should be utilised to support the demobilisation of armed groups ▪ Political will is needed

<p>Best practices learned</p>	<ul style="list-style-type: none"> ▪ Who knows or identifies you as a mediator? Who are you? – until this is answered- there will be sabotage from the government and community ▪ Innovativeness- we need to be innovative and creative- may not overly depend on donors for funding- know the project sustainability before you kick it off ▪ Plan DDR properly- involve family, and local leaders- lest we continue operating in the higher levels 	<ul style="list-style-type: none"> ▪ Include women in the Operational Cell of the CCG ▪ Documentation ▪ Encourage ICGLR to formalise CoP and continue its partnership with UNDP ▪ What exactly are the key things that can be jointly implemented 	<ul style="list-style-type: none"> ▪ Agency of Burundian women in the Arusha Peace Process ▪ Think strategically about sustainability ▪ Solidarity can bring up differences ▪ Agency of Congolese women to impose themselves 	
<p>Action Plans/How to use the lessons in their own context?</p>	<ul style="list-style-type: none"> ▪ Having a pool of mediators from communities, national level and different countries • Deliberate training for mediators- include youth, men and women • Communication channels should be open from the community level to the leaders and vice versa • Implore women to use the Motherhood leadership model 	<ul style="list-style-type: none"> ▪ The pool of community mediators ▪ Intentional trainings of mediators ▪ Inclusion of: Gender; Women; Youth ▪ Information flow- between leaders and the community ▪ Women’s leadership in peace processes 	<ul style="list-style-type: none"> ▪ Women to reach out to partners to harmonise women mediators’ networks in GLR [Ensure women and communities are fully engaged in the DDR process including the planning phase ▪ Develop advocacy strategy ▪ Synergise all efforts through IM for DDR CoP 	<ul style="list-style-type: none"> ▪ Advocacy meeting in March 2023 in Goma- facilitated ▪ Develop a working document for the proposed Goma meeting ▪ Consult community on resource mobilisation ▪ IM should be integrated into the PCDRSS/DDR programs

3.3. Evaluation

In their evaluation, participants summed up the workshop as follows:

- For participants requiring travel Visas, they should be supported with facilitation for ease of application and in payment
- Logistics- the organisers did a great job in very little time
- Workshop- participants were very active; they have significant potential and this workshop was enlightening as it provided an opportunity to present (experiences) and facilitate a session;
- As CoP we get bias out of our minds- bias will betray the peace process
- Do not underestimate any group- whether young or elderly- they can deliver the message of hope
- Let peace in our region, in our continent begin with us
- We have to be part of DDR and the programmes
- Dialogue has been great for everyone and allowed a chance to contribute- this is good practice
- Commitment to research- for evidence building
- Collaboration is key- between ICRGL, Government, CSOs, etc in the peace development
- This is a good start on how to implement DDR in communities
- Incorporate research into the programmes and collaborate at the regional level
- Need to capitalise on existing structures- EJVM, FemWise, ICGLR, IM (CoP)
- Experience sharing is important
- We need to document our activities
- Need to strengthen capacities of CoP members
- Mobilise regional support for the ongoing humanitarian crisis in the region
- Cultural integration- popularise positive aspects- Congolese Music
- Documentation of the actors in the DRC [There exists a framework within OCHA with this info.]
- Launch initiative to echo the voices of those suffering- with the Heads of State
- Include and invite ambassadors in and to such meetings.

3.4. Closing

UNDP Governance and Peacebuilding Analyst, Pezu Makwakwa thanked everyone who managed to attend the workshop. She further lauded the ICGLR team and UNDP for assistance in the various logistical issues. She emphasised that the workshop is very important to the peace process in the GLR and its people.

The ICGLR Director for Peace and Security, Mr Jean Eudes Bisonga said it was a pleasure to preside over the closure of the workshop. He supported the recommendations made by the



participants saying it was paramount to address them. He noted that as a member and observer at the CCG, he supported the call to include women in the Operational group.

He echoed the importance to document best practices and lessons learned on peacebuilding. Me Bisonga called on participants to urgently formalise the CoP to accelerate the partnership with the ICGLR.

“We (will) have to meet and reconcile the CoP, DDR with other mediators,” he added, saying he was in discussion with the UNDP on holding a meeting to discuss the proposal. It had earlier been recommended that the CoP would be domiciled at the ICGLR.

Meanwhile, Mr Bisonga informed participants that the CGRLR shall put in place an Early Warning System to foster peacebuilding efforts in the region. “We have a such structure in collaboration with the A, between now and January, we shall hold discussions with AU. You are welcome to offer contributions to this, and we shall appoint some of you for this purpose,” he concluded.

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Atelier de partage d'expérience sur la Médiation par des Acteurs Internes pour le DDR/RR



17-19 novembre 2022

Radisson Blu, Upperhill

Nairobi, Kenya



i. A propos de l'atelier

L'atelier de partage d'expérience visait à partager les expériences et à améliorer la compréhension de la médiation par les initiés en mettant l'accent sur le désarmement, la démobilisation et la réintégration. Les objectifs spécifiques de l'atelier étaient les suivants : Établir une compréhension commune de la médiation par les acteurs internes et du Désarmement, de la Démobilisation et de la Réintégration ; Mettre en synergie les expériences de médiation par des acteurs internes pour le Désarmement, la Démobilisation et la Réintégration, y compris l'apprentissage des meilleures pratiques, et ; Établir des points d'entrée et des interventions transversales pour un engagement significatif dans les activités de consolidation de la paix et la participation dans la région des Grands Lacs.

ii. Accueil et présentations

Mme Pezu Makwakwa, analyste du PNUD en matière de gouvernance et de consolidation de la paix, présente brièvement les participants. Chaque participant a indiqué son nom et une brève mention de son engagement dans la RGL.

iii. Abréviations et acronymes

ADF	Forces démocratiques alliées
RCA	République centrafricaine
IBC	Intégration à base communautaire
RBC	Réintégration à base communautaire
GCC	Groupe de contact et de coordination
CoP	Communauté de pratique
OSC	Organisation de la société civile
DDR	Désarmement, démobilisation et rapatriement
RDC	République démocratique du Congo
MCVE	Mécanisme conjoint de vérification élargi
FDLR	Forces démocratiques pour la libération du Rwanda
RGL	Région des Grands Lacs
CIRGL	Conférence internationale sur la région des Grands Lacs
PDI	Personne Déplacée Interne
MI	Médiation par des Acteurs Internes
M23	Mouvement du 23 mars
MONUSCO	Mission de l'Organisation des Nations Unies pour la stabilisation en République démocratique du Congo
ONG	Organisation non gouvernementale
BCAH	Bureau de la coordination des affaires humanitaires
RR	Réinstallation et réintégration
ONU	Organisation des Nations Unies

Compte-rendu des ateliers

1. Atelier de partage d'expérience sur la médiation par des acteurs internes pour le DDR/RR- JOUR 1

1.1. Discours d'ouverture

M. Jean-Eudes Bisonga, Directeur pour la paix et la sécurité, de la CIRGL a officiellement ouvert l'atelier de partage d'expérience. Il a indiqué que l'objectif de la réunion était de partager les expériences en matière de médiation par des acteurs internes. Les participants étaient à différents niveaux dans leur tergiversations sur les médiations internes et l'atelier a été une occasion parfaite pour apprendre entre les personnes présentes à travers l'échange d'idées et leurs expériences consolidées.

M. Bisonga a déclaré : « Nous avons des personnes plus expérimentées que d'autres et d'autres qui sont venues pour apprendre. Cet atelier est donc l'occasion de tirer profit de ces expériences. »

Il a ajouté que le forum aiderait à établir une compréhension commune de la médiation (interne). Il a attiré l'attention sur les différents participants qui, selon lui, possèdent de vastes connaissances et des compétences variées en matière de médiation. Il a reconnu que l'apprentissage était un processus continu et a cité son expérience de la médiation en Afrique centrale, qui a renforcé ses connaissances pour aboutir à la médiation au niveau de l'Union africaine.



Jean-Eudes Bisonga

1.2. Expérience en matière de désarmement, démobilisation et réintégration (DDR), OSESG-GL

M. Dohotie Coulibaly, chargé des affaires politiques sur la coopération en matière de sécurité au Bureau de l'Envoyé spécial pour la région des Grands Lacs (OSESG-GL) a déclaré aux participants qu'il partagerait deux expériences, à savoir : la médiation stratégique entre les acteurs étatiques, et ; être un conseiller de la MONUSCO.

Il a retracé la genèse du Groupe de Contact et de Coordination (GCC) à un Sommet des Chefs d'État à Kinshasa qui a demandé une réflexion sur un nouveau modèle pour faire face aux groupes armés, en particulier la neutralisation des forces négatives dans l'Est de la RDC. Cela a donné le coup d'envoi d'une série de réunions et de consultations techniques qui ont abouti à la décision de faire appel aux services de renseignement pour faire face à la situation. Les cinq pays impliqués étaient la RDC, le Rwanda, l'Ouganda, le Burundi et la Tanzanie, tous affectés par la crise à l'Est de la RDC.



Dohotie Coulibaly

M. Coulibaly a noté qu'il a été convenu d'examiner les résultats des interventions militaires précédentes ou de tirer les différents enseignements. Lors d'une réunion à Dar es Salam, il est apparu que si les opérations militaires ont été couronnées de succès, elles ont été suivies d'une résurgence du conflit. Il était donc nécessaire d'intégrer des interventions non militaires. Il s'agissait d'impliquer les communautés - hommes, femmes et jeunes - dans les processus, ainsi que les groupes de la société civile. Cela a abouti à la création d'un groupe de contact et de coordination (GCC).

Les termes de référence du GCC seront adoptés ultérieurement à Nairobi, ainsi que les termes de référence (TdR) de la CIRGL, a-t-il ajouté. Un plan d'action élaboré au Burundi en 2021 prévoit



que le GCC dispose d'une cellule opérationnelle (composée de 11 experts et d'un coordinateur) qui sera déployée à Goma, en RDC, dans le but de neutraliser les forces (armées) négatives.

Il a observé que la GCC a été chargée de s'engager dans la médiation dans le but de trouver des solutions à la crise dans l'est de la RDC. Il a affirmé que malgré les interventions militaires et les négociations bilatérales, celles-ci n'ont pas porté leurs fruits. Il s'est montré optimiste quant à l'émergence de solutions crédibles grâce aux interventions régionales en cours et susceptibles de mettre fin à la crise.

Passant à sa deuxième expérience, M. Coulibaly se souvient avoir reçu en 2017 un appel du chef des segments militaires (en RDC) lui demandant de nous rencontrer « en tant que DDR afin de négocier certaines choses ». Sa famille avait également fait savoir qu'il se lassait de la guerre et qu'il voulait partir. M. Coulibaly a déclaré qu'ils sont restés en contact pendant environ un an, jusqu'à ce que le chef de milice demande à rencontrer l'équipe de la MONUSCO dans sa caserne (rebelle) de Mutongo, au Nord-Kivu.

Une opération complexe et « très risquée » a été mise au point et, après avoir frôlé la mort et franchi plusieurs barrages routiers, M. Coulibaly et son équipe ont réussi à récupérer M. Ntabo Ntaberi Cheka, fondateur et chef de la Nduma Defence of Congo/Cheka, qui avait demandé la reddition. M. Cheka et sa milice sont accusés, entre autres, de meurtres, de mutilations, d'enlèvements, de viols et de recrutement d'enfants dans ses unités de combat, ainsi que de pillages lors d'attaques d'infrastructures telles que des écoles et des hôpitaux. Il faisait l'objet d'un mandat d'arrêt du gouvernement de la RDC, même si sa principale crainte était la sécurité de sa famille. La MONUSCO a réussi à mettre sa famille en sécurité et à la faire voyager avec lui dans son avion. Son implication avec des acteurs politiques de haut niveau dans la région des Grands Lacs faisait partie des nombreux secrets qu'il portait et il n'était pas dans l'intérêt de nombreux acteurs du conflit en RDC qu'il se rende, a noté Coulibaly. Il a ajouté que Cheka avait la crainte morbide d'être remis aux FDLR ou à d'autres parties et d'être décimé. Il portait même une grenade sur lui « juste au cas où la MONUSCO le trahirait - il se ferait exploser, lui et tous les autres, plutôt que d'être tué ».

M. Coulibaly a observé que Cheka a finalement été remis aux autorités de la MONUSCO à Goma, puis aux autorités de la RDC. Sa famille est en sécurité et bien nourrie (installée en Ouganda) alors que Cheka attend son procès pour être jugé.

Il a ajouté que l'expérience était un moment opportun, étant donné que les participants discutaient de la médiation.



Discussions

Q: Que faites-vous pour que les groupes de contact ne soient pas toujours vus au bureau, et ne soient pas toujours diplomates, pour que nous puissions ressentir le travail qu'ils font sur le terrain ?

R : Je suis tout à fait d'accord avec vous. Nous voulons faire tout ce qui est possible afin de créer une atmosphère de confiance pour qu'ils puissent retourner dans leurs foyers respectifs. Cela fait partie de notre travail et nous allons maintenant entrer en contact direct avec ces groupes.

La cellule opérationnelle devrait être en contact avec les dirigeants de tous les groupes armés étrangers. Les pays d'origine de ces groupes armés devraient pouvoir contribuer à cet effort (rapatriement et réinstallation). La MONUSCO et la RDC l'ont fait, et les autres pays devraient suivre - c'est pourquoi la cellule a deux experts par pays. Par exemple, les experts du Burundi devront obtenir l'engagement de leur pays ; nous savons que la situation au Burundi s'est améliorée.

Et soyez assurés que le GCC sera bientôt opérationnel - commencez à travailler et la dynamique changera.

Q: Que pensez-vous - en tant qu'ONU - du groupe M23, et comment pensez-vous que nous pouvons l'arrêter, et avoir sa résurgence en tant que M23-2 maintenant ? Aujourd'hui, ils sont un groupe armé, une organisation terroriste qui fait des ravages dans l'Est de la RDC.

R : C'est une question très délicate, le M23 a effectivement connu des résurgences. Les dirigeants régionaux se consultent et trouveront une solution durable au problème (du M23). Notre bureau a quelques idées - que je ne peux pas divulguer ici - qu'il soumettra aux dirigeants pour qu'ils les examinent et trouvent des solutions. Les femmes et les enfants sont notamment les premières victimes de l'insurrection du M23.

Q: Merci de m'éclairer. Je vis à Kinshasa et là-bas, on nous dit que l'ONU est là pour arrêter les groupes armés. Je sais que vous faites beaucoup, comme le prouve le fait que le chef du groupe armé Cheka soit en prison. Vous avez pris le risque de recevoir une balle pour l'atteindre.

Quelle est la mission de la MONUSCO en RDC ? Et comment peut-on rendre la mission de l'ONU crédible à travers la RDC ?

R : Oui, je suis d'accord, la mission pour récupérer Cheka était risquée. Parfois, le personnel de l'ONU prend de gros risques. L'exercice de rapatriement de la MONUSCO a donné de bons résultats. Au moment où je suis parti, elle avait rapatrié environ 37 000 personnes - des combattants et les personnes à leur charge - au Rwanda et dans d'autres pays.

L'un des défis est qu'une fois rapatriés, ils commencent à recruter pour le combat - c'est un cercle vicieux. Mais vous constatez qu'il y a un travail qui n'a pas été fait, au niveau du DDR. Vous voyez, nous désarmons les gens mais ils se regroupent et retournent sur le champ de bataille. Pour moi, la négociation avec les groupes armés nécessite la mise en place d'un programme de DDR très



solide, c'est-à-dire de repenser les approches actuelles du DDR. A Mbiru, vous trouverez des gens qui attendent le DDR depuis un an ! Il faut donc se donner la main pour mettre en place le programme de DDR. Et cela passe par des dialogues intercommunautaires avec les différents groupes armés, suivis d'un désarmement collectif.

Nous devons également améliorer notre communication, que nous ne communiquons parfois pas beaucoup. Il faut donc communiquer sur le peu que nous avons obtenu et le consolider. Certaines choses doivent être réalisées, et un DDR stable et solide fait partie de la solution.

Commentaire : D'après ce que vous avez partagé. Il est évident que vous faites beaucoup sur le terrain, même en menant des opérations très risquées qui peuvent vous coûter la vie. Et comme vous l'avez mentionné, les femmes et les enfants sont en effet la population la plus vulnérable dans les situations de conflit armé. Merci pour vos interventions sur le terrain, cela donne de l'espoir à la population et il y a des leçons à tirer.

R : Je pense que les organisations de femmes (en RDC) doivent avoir une approche structurée. La cellule opérationnelle qui sera déployée à Goma travaillera avec les organisations de femmes, les OSC,

Q [Emery]: Je suis au courant de l'histoire de Cheka - je connais beaucoup de ses informations, ayant fait beaucoup de travail en relation avec la situation de Cheka et ses violations des droits de l'homme ou ses atrocités. La communauté locale lui a conseillé de partir. Mais certains habitants ont tout de même eu le sentiment que la MONUSCO leur avait pris leur chef en échange de la mise en œuvre d'un projet routier à Mutongo. J'étais à Mutongo en train de mener une médiation lorsque vous l'avez emmené.

Il y a aussi des inquiétudes - n'honorez-vous pas votre parole - de le poursuivre en justice ?

R : Le fait que le projet routier n'ait jamais été mis en œuvre constitue également un défi. Le projet consistait à retaper la route de Muambundu à partir de Mutongo pour faciliter le déplacement de la population. Bien que le projet soit toujours en cours, certaines personnes ont pensé qu'il n'était pas nécessaire.

Récemment, il est apparu qu'une ONG s'occupait des routes, et nous n'avons jamais voulu faire double emploi. Le fait qu'en raison des procédures en vigueur au sein de l'ONU, nous ne soyons pas en mesure de dédommager les communautés comme nous l'avions promis est un grave problème.

Q: J'essaie de comprendre - avec Cheka qui a été enlevé, d'autres groupes sont susceptibles de s'engager dans la violence avec prudence, avec une intensité réduite. La démobilisation des forces FDLR en 2011 - elles étaient environ 10 000 et environ 4 000 en 2019, ce qui signifie une réduction qui peut être attribuée à la MONUSCO. Cela signifie donc que s'il y a un programme de DDR efficace, et que le gouvernement s'engage à former ces personnes, cela donnerait un meilleur résultat par rapport à une intervention militaire.



R : Merci pour cette illustration et cette clarification sur le projet promis. Il a également été souligné ce que la MONUSCO peut faire et ce qui peut être amélioré. Malheureusement, il n'y a pas eu de suivi de ce qui avait été négocié [avec les éléments] en termes de projet après le départ de certaines personnes (moi-même et le chef du bureau de l'époque qui avait autorisé cette mission). Mais dès que l'occasion se présentera et que je serai à la MONUSCO, je soulèverai la question.

Emery a raison de dire que le groupe militaire/armé a été affaibli car nous espérons avoir un contact avec les FDLR d'environ 150 personnes. Je pense que nous devons trouver une très bonne approche ; l'impact a été réduit, et même si la crise du M23 donne l'impression que nous sommes revenus au point de départ, des progrès ont effectivement été réalisés.

Q: La semaine dernière, j'ai discuté de ce sujet avec le département des affaires civiles. Ils ont parlé d'engagement de la part des sites de la MONUSCO où ils se trouvent. Par exemple, de Limba où les bases ont été fermées, il y a des engagements, et très bientôt, de Ndamanga et d'autres zones où nous avons des bases MONUSCO. Cette question dépend de la confiance de la communauté. Je ne sais pas si vous voyez le risque d'exposer la communauté parce que les sites de la MONUSCO sont des zones à haut risque et ils sont occupés par des groupes armés. N'est-ce pas une négation du principe « Do not Harm » que de quitter les sites alors que vous êtes engagés/attendus dans des endroits où se trouvent des groupes armés ?

R : Je ne pense pas que vous compreniez la situation. La MONUSCO est toujours en charge, même si elle s'est retirée. Cela ne pose aucun problème. Il y a eu des discussions entre la MONUSCO et le gouvernement pour un retrait progressif. Personnellement, je vous encourage à poursuivre votre engagement auprès des autorités provinciales afin que tout retrait soit compensé par le gouvernement. Je vous encourage également à engager le gouvernement et la MONUSCO à expliquer comment traiter cette préoccupation au niveau national.

Pour conclure, le travail effectué dans les 5 pays que j'ai mentionnés consiste à renforcer les programmes de réintégration dans leurs pays, car sans réintégration, les ex-combattants sont susceptibles de retomber dans les activités armées. Il appartient également au groupe d'assurer un suivi pour veiller à ce que les personnes rapatriées ne se retrouvent pas en prison.

1.3. Mme Liberata Rubumba, RDC

Je m'appelle Madame Liberata Rubumba Buratwa. J'ai été administratrice dans la région de Rutchuru entre 2008 et 2018. Je suis une militante des droits de l'homme. Je suis la présidente d'une organisation de femmes appelée Programme d'action pour les femmes (PACOFED) qui défend les droits des femmes et des filles en plus de mener des campagnes de plaidoyer à différents niveaux.

J'ai commencé à militer en 2005 et un an plus tard, nous avons lancé une campagne de sensibilisation des

rebelles dirigés par Laurent Nkuda pour les inciter à abandonner le conflit armé en faveur de la paix et du développement de notre province. Nous avons parlé à Nkuda et à son groupe rebelle en leur demandant de chercher une audience pour ses demandes auprès de Kinshasa. Il nous a fait savoir qu'il était prêt à négocier avec le gouvernement de Kinshasa si ce dernier en profitait. Pour nous (notre organisation), nous étions heureux de la volonté de Nkuda de déposer les armes, même si le gouvernement n'a pas accepté ses ouvertures.

Nous n'avons jamais abandonné notre campagne de plaidoyer pour la paix. Nos efforts ont porté leurs fruits lorsque Kinshasa a accepté la tenue d'une conférence sur la paix, la sécurité et le développement dans les provinces du Nord et du Sud-Kivu. Nous avons participé à la planification de la conférence de 2007 et aux délibérations proprement dites. En effet, les femmes ont joué un rôle essentiel lors de la réunion et ont rejoint divers comités impliqués dans les délibérations. En 2008, nous avons également engagé des campagnes de plaidoyer qui ont conduit à une conférence de suivi de la paix à Nairobi.



Liberata Rubumba Buratwa



En 2016, nous avons mené d'autres activités auprès des différentes milices Mai Nyatuu, Nyamirima, Mai de Kibirizi, Tura, Nyanza et Katsiru. Nous avons particulièrement ciblé les jeunes avec nos messages de paix en leur disant que nous, les femmes, étions fatiguées de la guerre comme nous les avons exhortés à abandonner leur insurrection. Nous avons réussi à voir à la réinstallation de certains d'entre eux au sein de la communauté.

De 2018 à aujourd'hui, nous avons intensifié notre mission de plaider pour la paix auprès des groupes armés (milices), en les exhortant à mettre fin au recrutement d'enfants dans les rangs des combattants. Nous insistons sur la nécessité pour ces groupes (dont la majorité sont toutefois des étrangers) de déposer les armes pour la paix. Bien que nous ne recherchions pas les étrangers (groupes armés) au niveau national (en RDC), nous poursuivons les activités du programme DDR au niveau de la RGL. Nous espérons que nous fusionnerons nos efforts, car nous avons besoin de la paix dans nos régions.

Commentaire : Vous nous avez touchés pour votre proximité avec les personnes vulnérables pendant le conflit. Je vous en remercie.

Q : Vous avez assumé un rôle politique en tant qu'administrateur d'un territoire. Comment avez-vous marié le devoir humanitaire et le rôle politique, d'autant plus que le travail politique est un rôle très mal vu et détesté en RDC ?

R : J'ai commencé à militer en 2005 et j'ai été nommé administratrice trois ans plus tard. En tant qu'administratrice, j'ai poursuivi mon devoir civique - ce sont mes racines. Je me suis impliquée et j'ai représenté les intérêts des femmes, j'ai engagé de nombreuses femmes dans des tâches administratives et j'en ai fait participer beaucoup aux réunions sur la paix et la sécurité. Tout au long de mon parcours, j'ai eu des femmes à mes côtés, qui ont soutenu mon activisme et que j'ai encouragées à s'exprimer sur leurs problèmes. C'est en 2008 que j'ai quitté les fonctions administratives pour rejoindre le mouvement de la société civile.

Q : C'est un défi - vous travaillez dans le domaine du DDR avec tous les risques apparents pour les femmes sur le terrain. Compte tenu du scénario en RDC, quels mécanismes avez-vous utilisés pour pouvoir travailler en DDR ?

R : Nous sommes en partenariat et en collaboration avec les leaders locaux qui connaissent très bien le territoire, et les enfants des groupes armés. Nous sensibilisons la communauté et surtout les parents des enfants. Les femmes savent qui sont les combattants sur le terrain - et nous les faisons participer à des discussions de groupe à ce sujet. Elles nous donnent beaucoup d'informations sur ces enfants, et nous diffusons des messages basés sur ces informations via la radio. Nous encourageons les enfants à désarmer et à retourner dans leur communauté pour aider à la construction de la nation.

1.4. Col Hassan Hagabimana, Burundi



Col Hassan Hagabimana

Je m'appelle Col Hassan Hagabimana et je travaille pour la police au Burundi. Je suis un expert en sécurité et un membre du département de coordination nationale [Groupe de coordination des contacts (GCC) qui doit être basé à Goma, en RDC, pour traiter la question des forces étrangères négatives qui causent l'instabilité dans l'est de la RDC].

Je vais raconter mon expérience pendant la période 2011-17, lorsque j'étais déployé en Côte d'Ivoire avec la Mission des Nations Unies en Côte d'Ivoire (UNOSI). En Côte d'Ivoire, j'étais la personne focale de la section DDR et j'ai participé à de nombreuses activités de DDR au niveau local. J'ai eu une expérience difficile car les ex-combattants qui avaient été démobilisés et avaient choisi de quitter leur vie passée ne restaient pas longtemps en dehors de la guerre active. Ils se sont

lancés dans les affaires, par exemple en achetant des motos pour les aider dans leurs petites activités commerciales. Mais pour ceux dont les activités variées n'ont pas bien marché, ils ont fait volte-face. Après l'échec des activités génératrices de revenus dans lesquelles ils s'étaient engagés, ils ont commencé à se regrouper et à mener des attaques armées dans la communauté, ce qui a créé l'insécurité dans la région. J'étais dans la région septentrionale de Buna, à la frontière du Burkina Faso et du Ghana, et les ex-combattants y avaient leur projet.

Les militants qui ont choisi d'être réintégrés dans des forces régulières et disciplinées ont dû relever des défis : ils avaient l'habitude de gagner beaucoup d'argent grâce à des activités illégales comme le vol et les rançons. Et même lorsqu'ils ont été recrutés dans l'armée, ils ont continué les mêmes activités illégales comme la mise en place de barrages routiers pour l'extorsion. Ce sont des défis pour la réintégration - ils ont été intégrés sans aucune formation à la génération de revenus.

En termes de rapatriement, nous avons constaté qu'il y avait un problème dans le DDR - ils étaient censés être surveillés mais chacun est retourné dans son village et s'est retrouvé dans un environnement étrange. Ils étaient traités avec suspicion. Il y avait aussi un manque de financement. Les donateurs n'envoyaient plus assez d'argent pour prendre en charge les ex-



combattants. En fait, cela a conduit à l'effondrement du processus de DDR. C'est l'expérience que j'ai vécue au niveau international, lors de mon passage à l'UNOSI.

Au sein du GLR, j'ai participé à de nombreuses réunions de planification pour l'implication des forces étrangères négatives qui se trouvaient dans l'Est de la RDC. En tant que membre de notre équipe de planification (GCC), récemment, en avril 2022, nous nous sommes réunis et avons élaboré une stratégie d'engagement à Naivasha, au Kenya. La stratégie a été approuvée par les départements (de sécurité et) de renseignement de cinq pays : le Burundi, la République démocratique du Congo (RDC), le Rwanda, la Tanzanie et l'Ouganda. Ce sont les pays impliqués dans les ouvertures de paix pour l'Est de la RDC.

Notre mandat découle de l'accord d'Addis-Abeba¹, dans lequel les chefs d'État ont créé ce segment. Nous avons commencé notre travail en RDC et pris contact avec les autorités locales. En octobre, nous avons eu une mission de reconnaissance et de contact à Uvira, au Sud-Kivu. Plus tard, nous avons entrepris une autre mission en Ituri, au Nord-Kivu, où notre opération sera basée.

Dès à présent, nous attendons le programme de déploiement à Goma, où nous travaillerons avec tous les responsables d'organisations aux niveaux local et sous-régional pour assurer la paix et la stabilité dans la partie orientale de la RDC.

Discussions :

Q: En ce qui concerne la RDC, en particulier dans la partie sud d'où je viens et où la tension règne depuis de nombreuses années. Nous sommes maintenant membres de la Communauté d'Afrique de l'Est. Que diriez-vous en tant qu'expert ayant l'expérience de différents pays - comment marier l'opération sur le terrain et ce que vous avez appelé la stratégie d'opération (pour la cellule d'opération), même si vos opérations et actions viennent après le lancement de l'opération ; et on pense que les communautés (locales) n'ont pas été suffisamment impliquées, alors qu'elles font partie intégrante du succès des opérations ?

R : Eh bien, nous avons un déploiement (militaire) dans l'Est de la RDC d'une force (militaire) régionale de l'AE. Mais pour nous, nous avons une approche non-militaire. La cellule d'opération a été approuvée par les services de renseignement de cinq pays en juin 2019 à Bujumbura. La Cellule était censée être déployée à Goma en décembre 2021, mais faute de fonds, depuis son lancement, et jusqu'à présent, elle n'est pas devenue opérationnelle sur le terrain.

L'opération militaire a été lancée par les chefs d'État de la région. Leur approche militaire et notre approche non militaire fonctionneront bien, et une fois que nous serons sur le terrain, il y aura du travail à faire. Il y aura des groupes armés étrangers sur le terrain qui viendront vers nous [en échappant à l'opération militaire]. C'est alors que la cellule tentera d'identifier et de saisir le groupe. On va s'occuper des ex-combattants étrangers pour pouvoir les rapatrier dans leur pays d'origine

¹ Un accord-cadre de paix, de sécurité et de coopération pour la République démocratique du Congo (RDC) et la région a été signé à Addis-Abeba, aujourd'hui, 24 février 2013.



(chez eux). Au niveau local, il y a un programme PDDRS qui va s'occuper des groupes locaux. Donc, il y aura un aspect de complémentarité entre les mécanismes - que ce soit pour la cellule ou le programme de la RDC.

Au Sud-Kivu, nous avons expliqué à la communauté notre mission principale - contribuer à la paix dans la partie orientale en rapatriant les groupes armés étrangers engagés dans la criminalité dans la région. Nous leur avons dit que le rapatriement est un processus volontaire.

Q: Puisque vous faites partie d'une composante non militaire, avez-vous pensé à travailler avec des médiateurs régionaux pour aider à combler les lacunes dans la communication avec les personnes que vous n'êtes pas en mesure d'atteindre ?

La plupart des structures, lorsqu'elles sont en place, ne reconnaissent que les opérations militaires (armées), oubliant souvent les victimes du déplacement qui fuient par peur, ce qui est très répandu et réel en RDC. Je voudrais vous demander et vous recommander de travailler avec les femmes. Nous, les féministes, proposons une composante de genre à ce que vous faites, et nous avons beaucoup d'experts en genre en RDC que vous pouvez faire intervenir si nécessaire ; sinon, vous risquez de laisser de côté les femmes, les jeunes et les personnes vulnérables (groupes), ce qui serait plutôt regrettable. Cela pourrait également compromettre le processus de DDR.

Et dites-nous s'il y a des leçons à tirer de l'Afrique centrale.

R : la cellule opérationnelle va travailler avec de nombreux partenaires en effet. Lorsque nous avons effectué une mission au Nord-Kivu, de nombreux partenaires ont été impliqués, comme des jeunes, des femmes, des leaders, des OSC, etc. Nous travaillerons avec tout le monde dans l'Est de la RDC, et personne ne sera laissé de côté. Il s'agit d'une approche non militaire et nous serons toujours avec vous. Nous avons une composante de genre dans la stratégie ; et dans les groupes armés, nous avons de jeunes enfants, des femmes...

Pour les personnes déplacées, nous travaillons conjointement avec la MONUSCO, et il y a une composante qui prend en charge différents aspects sur le terrain [y compris des groupes variés, y compris le genre].

1.5. Maj. Abert Nomwesigwa, Ouganda

[Facilitateur : *Le Maj Abert est un expert militaire et en sécurité, il a participé à de nombreuses missions telles que la contre-agence contre la LRA ougandaise, les opérations de désarmement à Karamoja [cluster], les missions de maintien de la paix en Somalie, et il est actuellement expert en sécurité au sein du CGG qui sera déployé à Goma, en RDC, pour appliquer les mesures non violentes en vue de résoudre le problème des forces négatives armées étrangères dans l'est de la RDC.*]

Je suis le major Abert Nomwesigwa, membre de la Force de défense du peuple ougandais (UPDF) ; les succès de l'UPDF sont dus à deux choses : les opérations militaires offensives et les opérations psychologiques. Notre analyse nous a permis de comprendre que l'arme détruit le corps mais que la parole adoucit l'esprit. C'est pourquoi nous avons opté pour des opérations psychologiques qui, parallèlement aux opérations militaires, délivrent des messages d'espoir aux forces que nous engageons.



Maj. Abert Nomwesigwa

Le résultat est que certaines de ces forces négatives qui ont reçu ces messages viennent à nous et nous nous réconcilions - cela contribue à affaiblir l'autre partie. Cela rend l'opération simple.

Dans nos opérations, nous avons reçu certains des meilleurs commandants engagés dans des zones de conflit qui se rendent en affaiblissant leur force. Par exemple, face à l'Armée de résistance du Seigneur (LRA) qui combat notre gouvernement, nous avons appliqué des opérations psychologiques et gagné de très bons commandants, jusqu'à ce que le chef de la LRA, Joseph Kony, commence à éliminer (ses propres) commandants en représailles à leur reddition, ce qui a marqué sa fin. Et à Karamoja, nous avons procédé à un désarmement non forcé et nous avons récupéré plus de 38 000 armes avec un minimum de dégâts, grâce à l'engagement opérationnel psychologique des forces ennemies.

Au Sud-Kivu, nous [GCC] avons mené une opération réussie (en octobre 2022). Nous sommes dans les régions d'Uvira et de Bukavu. En survolant le Sud-Kivu, je me suis rendu compte que l'utilisation de la force militaire poussera les forces négatives à se cacher davantage. Mais des paroles douces par le biais des indigènes rapprocheront ces forces. Notre mission était d'engager les responsables gouvernementaux, du gouverneur aux chefs.

Notre message était le suivant : si nous rencontrons ces personnes [dans la zone de conflit], la phase suivante consiste à rencontrer les personnes de niveau inférieur. À ce moment-là, ceux qui



se trouvent à l'échelon supérieur auront transmis notre message à l'échelon inférieur. Il ne sera donc pas très difficile de les convaincre de travailler avec nous.

En tant que CdP et médiateurs, sans le soutien de la population locale (communautés), vous ne réussirez jamais. L'inclusivité est un principe très pertinent. Dans le Sud-Kivu, nous avons fait de notre mieux pour impliquer tous les groupes armés qui nous semblaient pertinents pour notre opération.

En ce qui concerne la sensibilité au genre, la plupart des OSC de l'Est de la RDC sont dominées par les femmes. Je vous assure que nous avons fait de notre mieux pour les rencontrer. Nous avons également rencontré des jeunes et des dirigeants d'organisations et nous espérons que nos messages ont été transmis.

Discussions

Q: Je suis heureux que vous ayez pris le temps de parler aux femmes et à la population en général - c'est essentiel car les problèmes proviennent de la population. Les solutions viennent donc de la population. En ce qui concerne la résolution 1325 du Conseil de sécurité de l'ONU, ce document vous a-t-il été présenté lors de votre arrivée en RDC, car il concerne la participation des femmes à ces missions ? Avez-vous des femmes dans votre [GCC] et à quels niveaux/postes - infirmières, ou ?

R : Le GCC est un nouveau groupe qui doit encore être déployé à Goma. Actuellement, il y a 11 experts et un coordinateur déployés par le Bureau de l'Envoyé spécial pour la RGL. Pour être sincère, nous sommes tous des hommes ; cependant, le groupe n'est pas encore complètement constitué et il faut plus de personnel. C'est le Bureau de l'Envoyé spécial qui s'en charge, et la question (la perspective de genre) a été soulevée. Une fois que nous aurons atteint notre pleine capacité de fonctionnement, il y aura un équilibre entre les sexes.

Q: Je suis heureux d'être impliqué en tant que partie prenante dans le secteur de la sécurité. En tant que membres de la société civile, nous avons besoin de travailler avec vous et avons intérêt à collaborer avec vous. En ce qui concerne le Nord-Kivu, nous, en tant qu'acteurs de la paix, avons eu une analyse contextuelle lors d'une réunion sur la situation à Rutchuru - où il y a un déplacement massif de personnes et où les couloirs sont fermés, mettant la communauté en danger. En tant que cellule opérationnelle, existe-t-il un mécanisme permettant de chasser les milices impliquées dans le conflit ? Les violations massives des droits de l'homme laissent la population dans une grande vulnérabilité. Avez-vous pensé à invoquer le droit international des droits de l'homme et le droit humanitaire et à sensibiliser la population sur le terrain ?



R : Le GCC a été créé pour appliquer la non-violence dans la résolution des conflits créés par les groupes armés étrangers en RDC. Et pour votre information, une force d'AE a commencé à atterrir en RDC pour travailler sur ce sujet (intervention militaire). Dans notre cas, nous sommes engagés à neutraliser les forces dites négatives, par exemple, pour ceux qui échappent au feu, nous allons les accueillir, les réhabiliter et les rapatrier afin que la paix soit créée dans la région.

Commentaire : Pour ceux qui tiennent à la représentation des femmes au sein du GCC, vous pouvez rédiger un mémorandum pour les femmes (notamment sur la paix et la sécurité) via le secrétariat de la CIRGL. Nous avons besoin d'au moins 3 ou 4 femmes pour rejoindre les 11 hommes déjà présents au GCC.

Q: *Vous dites que vous allez mettre en place un bureau dans l'Est de la RDC pour comprendre le fonctionnement des milices. A propos des milices, avant cela, avez-vous réfléchi à la cause profonde de ces milices qui attaquent la population locale ? Malheureusement, nous ne savons même pas pourquoi ces forces étrangères attaquent la population locale.*

Les groupes locaux ont été démobilisés et réintégrés dans l'armée. Cependant, pour les forces étrangères, nous essayons de trouver les causes profondes de leur agression.

R : En effet, nous ne connaissons pas les causes profondes des attaques des milices étrangères contre la population locale. Nous ne sommes pas encore totalement établis à Goma, mais nous avons effectué la mission de contact et de reconnaissance - nous en avons terminé avec le Sud-Kivu. Nous sommes censés effectuer la mission de reconnaissance dans les trois provinces du Nord-Kivu, du Sud-Kivu et de l'Ituri, les régions qui seront nos provinces d'opération.

Au Sud-Kivu, nous avons engagé tous les groupes qui nous semblaient pertinents, et nous avons reçu de bonnes informations sur les causes profondes. Comme nous l'avons mentionné précédemment, nous avons engagé les leaders des niveaux supérieurs afin qu'ils puissent synchroniser le message avec les niveaux inférieurs. Je vous assure que nous allons maintenant passer à l'engagement des niveaux inférieurs et parler à tout le monde sur le terrain. L'information est le pouvoir, sans elle, vous ne pouvez rien faire. Nous ne négligerons aucune piste. Nous impliquerons même les enfants en âge de ramasser du bois de chauffage. Nous pourrions les contourner et passer à côté d'informations cruciales - vous savez, les garçons et les filles qui vont chercher du bois rencontrent ces personnes. Et les insurgés s'assoient avec ces enfants, essayant de les recruter pour les rejoindre.

On ne sait jamais quelles informations nous pourrions recueillir auprès des jeunes également. Et si nous transmettons bien nos messages, ces garçons (et ces filles) pourraient finir par convaincre les insurgés de venir de l'autre côté - « si vous souffrez dans les buissons, il y a un bon paquet pour vous de l'autre côté » - et ils viennent et nous les réinstallons en veillant à ce qu'ils soient rapatriés et que le calme revienne en RDC.

Nous espérons que cela fonctionnera.



Q: L'utilisation du Mufti (clergé islamique) pour transmettre des messages aux forces de défense alliées (en Ouganda, RDC), en particulier dans les zones à dominante musulmane, s'est avérée efficace. Ces messages ont permis d'atteindre les rebelles et de les aider à mieux comprendre l'islam. Cette tactique est-elle toujours utilisée en Ouganda ?

R : Les chefs religieux sont très importants dans la construction, les négociations et la création de la paix. Dans nos efforts pour instaurer la paix dans la zone d'opération (région occidentale), nous avons fait de notre mieux pour rencontrer tous les chefs religieux - protestants, catholiques, musulmans, etc. L'Ouganda applique toujours cette méthode - que les Mufti essaient de mettre en pratique - mais cela n'est pas fait de manière appropriée au fond de la brousse.

Cependant, lorsque nous entrerons dans le Nord-Kivu et l'Ituri, nous nous assurerons, par le biais des chefs religieux - les archevêques, les Muftis - que ces messages (de paix et de réconciliation) seront délivrés et nous sommes certains qu'ils seront transmis à l'ensemble de la population chrétienne et musulmane dans les provinces.

1.6. Julienne Bamurange, Rwanda

[Facilitateur : Julienne est agent de terrain pour le projet de réintégration communautaire du Dialogue transfrontalier pour la paix dans la région des Grands Lacs, financé par Inter-peace. Elle a 16 ans d'expérience dans l'intégration des femmes et des jeunes].

Comme mentionné, je suis un agent de terrain avec 16 ans d'expérience dans l'intégration et la réintégration des jeunes. La mission de tout parent est de voir son enfant grandir physiquement et intellectuellement pour un avenir dynamique, brillant et productif dans la société. Nous - notre organisation - travaillons dans le cadre de cinq programmes : éducation ; paix ; sports, culture et arts ; renforcement des capacités, et programmes socio-économiques. Notre centre de DDR est basé à Mutobo, au Rwanda. Le programme d'éducation a pour but d'aider les jeunes, les femmes et les familles des groupes à faibles revenus et de sensibiliser les jeunes à acquérir certaines compétences et à réduire le niveau d'analphabétisme pour les propulser vers le développement socio-économique. Après avoir formé les jeunes femmes, nous les envoyons dans des centres et des organisations qui les prennent ensuite en charge. Pour d'autres, nous les envoyons également vivre dans leur famille. Les approches comprennent des programmes d'alphabétisation par les arts, le sport et la culture. Nous avons des équipes sportives, comme l'équipe d'athlétisme, et nous faisons aussi du théâtre et de la danse.

Le programme régional a pour objectif de contribuer à la consolidation de la paix, en renforçant les capacités des jeunes en matière de rétablissement de la paix. Et pour renforcer le réseau, nous avons des activités transfrontalières, intergénérationnelles et interculturelles. Il existe des approches telles que des programmes de films, d'art oratoire et de débats, au niveau scolaire (primaire et secondaire). Nous organisons également des camps de paix et invitons des jeunes du Rwanda, du Burundi et de la RDC. Nous avons choisi un pays où leurs jeunes passent jusqu'à un mois ensemble pour partager leurs expériences et discuter de la paix et de la médiation. Lors de ces rassemblements, nous présentons également des extraits de théâtre et les acteurs s'arrêtent pour que le public discute des thèmes présentés.



Julienne Bamurange

Nous avons également un programme d'éducation à la paix à Goma, qui se déroule parfois au Burundi et au Rwanda. Il y a aussi des visites appelées Omoganda où nous construisons des maisons pour les membres vulnérables de la communauté. En outre, il existe des programmes médiatiques pour aider les jeunes à gérer leurs outils TIC de manière positive plutôt que perturbatrice.

Nous organisons également des groupes d'écoute et des séances de réflexion critique. Pour les victimes de guerre qui ont été blessées dans les zones de conflit, nous avons des programmes de réhabilitation où elles sont accompagnées par des conseils psychosociaux et des procédures physiothérapeutiques.

Pour accompagner les processus de paix, nous avons le programme de renforcement des capacités et de développement dans lequel les victimes de conflits sont soutenues par des programmes de développement socio-économique. Les bénéficiaires sont formés et aidés à mettre en place des activités génératrices de revenus ainsi qu'à travers diverses activités de réduction de la pauvreté. Dans ce cadre, il y a trois approches, à savoir la formation (en gestion d'entreprise) ; l'éducation à la paix (pour aider à gérer ce qu'ils ont reçu), par exemple depuis 2012, 120 groupes (de jeunes, de femmes et autres) se sont lancés dans la gestion de prêts avec certains des membres qui se lancent dans la gestion de coopératives, visant à renforcer les capacités des jeunes en matière d'investissement et d'épargne Culture.



La médiation présente également des défis. Il s'agit notamment de la difficulté pour les jeunes d'imposer la médiation à la population adulte, de l'insuffisance d'équipement ou de dispositions dans les programmes de génération de revenus (ils sont dotés de connaissances mais ne disposent pas de l'équipement à utiliser pour leurs entreprises de création de richesse personnelle). S'ils étaient formés, les jeunes aideraient à transmettre l'apprentissage à leurs pairs. Il y a également un manque de demande pour les jeunes initiatives.

Nous sommes basés à Ravumbe et nous sommes prêts à aller répliquer les programmes dans tout le pays, mais il n'y a pas assez de fonds pour le faire. Nous avons également un programme qui traite de la situation critique des victimes de viol et des survivants de la violence sexiste.

Discussions

Q: Actuellement, le Rwanda est un pays pacifique ; vous avez beaucoup investi dans le cadre du DDR. L'Est de la RDC est victime d'agressions. En tant qu'acteur des OSC de la RDC, n'y a-t-il pas des efforts de votre part pour regrouper toutes les forces afin que nous puissions mobiliser tous les acteurs civiques de l'Est de la RDC ? Vous avez parlé du Nord Kivu mais je n'ai pas entendu d'actions concrètes que vous menez, surtout par rapport à la crise actuelle. Je crois que nous avons tous le devoir d'unir nos forces pour améliorer les situations de paix et de sécurité.

En ce qui concerne les ex-combattants FDLR éparpillés dans l'Est de la RDC, des informations font état d'éléments qui craignent de rentrer en raison de la justice de transition. Je ne sais pas ce que vous comptez faire car au sein des FDLR, il y a des gens qui n'ont pas commis de génocide et des enfants aussi. Ils ont besoin d'être soutenus. Mais comme ils ont une certaine idéologie, ils peuvent avoir peur du rapatriement par crainte d'être persécutés. Que fait-on au sujet des FDLR et de leur messagerie ?

R : Vous dites que le Rwanda est calme, mais en réalité, il ne l'est pas, car nous sommes voisins. Nous sommes basés à Rubavu, et lorsque nous rencontrons d'autres organisations, nous aimons dire que Goma et Gisenyi sont liés par la hanche. Quand vous souffrez, nous souffrons aussi. Et récemment, nous avons organisé une session pour les femmes et nous avons juré que nous ne nous tairions pas. Et nous avons traversé la frontière pour rencontrer des femmes qui participaient à la même session. Nous avons convenu que nous devons faire entendre la voix des femmes pour leur promotion. Nous avons convenu que la voix des femmes engagées dans la médiation par des acteurs internes dans la RGL devrait briser le cycle de l'insécurité dans la région. En effet, ce sont nos maris et/ou nos enfants qui causent des problèmes.

En tant que femmes, nous nous sommes tuées et nous souffrons maintenant. Il est temps d'élever la voix - nous ne devons pas garder les terroristes dans la maison. Nous devons dire la vérité, nous devons parler pour une paix durable, et pour que nous puissions changer l'histoire.

[Nous avons une culture à 4 branches : la section éducation pour montrer la situation au Rwanda et au Congo et faire passer un message. Et il y a d'autres organisations qui sont en charge de cela.



Commentaire : [Je dois féliciter la RDC pour avoir été le deuxième pays du continent à lancer le Plan national sur la jeunesse, la paix et la sécurité. Cela a émané du Sommet 2020 où l'un des résultats attendus des chefs d'État était de proposer un plan d'action régional sur la jeunesse, la paix et la sécurité dans la RGL. J'ai poussé cet agenda au Sommet et ils ont accepté. La RDC a pris en charge la question et a lancé le sien le 12 août (2022) lors de la Journée internationale de la jeunesse.

Cela montre clairement que si vous (la RDC) présentez une feuille de route claire sur une question à soumettre à la CIRGL ou au GCC, et même à l'UA pour obtenir votre soutien, et que vous dites que les problèmes de la RDC seront résolus par les Congolais, cela peut être fait.

Réponse [Maj Abert] : Le GCC est une idée originale des 5 chefs d'État (de la RDC, de la Tanzanie, du Kenya, de l'Ouganda et du Burundi) sous la présidence de l'ancien président du Kenya Uhuru Kenyatta. Ils ont discuté et essayé d'analyser les causes des forces étrangères dans l'Est de la RDC. Après avoir déterminé les causes, les présidents se sont engagés à accueillir les forces négatives étrangères dans l'est de la RDC sans conditions politiques, si elles sont prêtes à se réformer, elles seront désarmées et rapatriées. Donc, au moment où nous commençons notre travail, tant que nous recevons toute force à rapatrier après le désarmement, les pays réceptifs sont prêts à les recevoir.

Réponse [Kennedy Walusala, Kenya] : c'est le moment opportun pour les organisations du Sud-Kivu et du Nord-Kivu d'adhérer au plan d'action national [beaucoup est fait sur les femmes et les jeunes, la paix et la sécurité] et de faire pression pour l'agenda national dans le plan d'action afin que vous ayez vos propres plans d'action provinciaux sur la jeunesse, la paix et la sécurité pour



Kennedy Walusala

aider à travailler avec tous les partenaires.

Q: J'ai une suggestion à faire : que les acteurs de la société civile travaillent de manière solidaire pour s'assurer que les engagements des chefs d'État soient ressentis sur le terrain. C'est-à-dire la solidarité pour mener des actions de plaidoyer au niveau des chefs d'État. Personne ne peut nous ignorer en tant que lanceurs d'alerte en RDC. A la fin de ce forum, nous devons proposer un appel à l'action pour voir comment nous pouvons pousser les chefs d'État sur leurs engagements.

R : La situation en RDC évoque le souvenir d'une chanson de l'école du dimanche que nous avons chantée en décembre pour demander

de l'aide pour un enfant né avec un handicap. Nous ne chanterons peut-être pas cette chanson au Rwanda cette année, mais nous chercherons d'autres organisations qui appellent à aider les enfants réfugiés.

Commentaire : Participant, MONUSCO: Je ne parlais pas de la justice transitionnelle au Rwanda mais des ex-combattants qui sont rapatriés dans le pays. Nous sommes dans le département chargé des questions de rapatriement - lorsque les enfants, les femmes ex-combattants arrivent, nous les remettons à la Commission.

Pour nous, à la MONUSCO, nous suivons le processus pour voir comment ces personnes ont été réintégrées. Pour la plupart de ces personnes, nous les rencontrons. Il y a peu de combattants emmenés à la justice de transition, sauf s'ils ont commis des crimes avant d'être rapatriés. Mais

pour les jeunes ex-combattants, il y a moins de cas que nous avons enregistrés dans (l'Est de la RDC). En ce qui concerne le système de justice transitionnelle, le fait d'être amené devant le système peut être formel ou informel.

Nos messages sensibiliseront toujours ceux qui sont dans les forêts. Nous recueillons les messages et les diffusons par le biais de radios mobiles (qui couvrent plus de 50 km carrés). C'est ainsi que nous travaillons avec la Commission.

R : Les jeunes ont plusieurs défis à relever. À l'ère d'Internet, ils sont exploités et escroqués avec de l'argent qu'ils donnent avec de fausses promesses d'emploi, d'autres se retrouvent dans les rangs des terroristes, après avoir été manipulés pour sortir de leur situation désespérée. Pour le moment, nous formons les jeunes à éviter la manipulation par les médias sociaux.

1.7. Ambassadrice Eliane Mokodopo, membre de FemWise, République centrafricaine (RCA)

Je viens de la République centrafricaine, un pays qui est en conflit depuis de nombreuses années. Mon expérience en RCA est pertinente pour la région (RGL). J'ai dirigé la Direction des femmes et de la jeunesse. Mon rôle de militante a commencé lorsque j'ai été élue secrétaire générale d'une organisation de femmes en RCA, un rôle qui visait à rassembler toutes les femmes et tous les jeunes. À l'époque, je participais à plusieurs activités aux niveaux local et national et je prenais la parole lors de différentes conférences aux niveaux national et international. C'est au cours de ces réunions que des événements tels que la signature de la Charte de Banjul ont eu lieu.



Ambassadrice Eliane Mokodopo



En 1996, j'ai été nommée ministre des Affaires sociales et, entre autres responsabilités, j'ai été chargée de trouver des solutions non militaires aux conflits. Par la suite, j'ai également été nommée ministre des femmes. Nous avons organisé des protestations et des manifestations pour sensibiliser la population aux intérêts des femmes. Nous avons également mené notre campagne de sensibilisation auprès des communautés et des militaires.

En 2003, un coup d'État a eu lieu et un dialogue national a été organisé. J'ai été élue vice-présidente des activités nationales qui impliquaient la promotion du dialogue. En 2012, il y a eu une invasion des rebelles de la Seleka qui a déclenché une guerre civile, impliquant le gouvernement, les rebelles de la coalition Seleka et les milices anti-balaka.

J'ai alors été membre d'un comité consultatif engagé dans la résolution pacifique des conflits, puis j'ai été nommée directrice régionale de la CIRGL pour les femmes et les enfants. Au cours de cette période, nous avons organisé des missions de plaidoyer au Burundi, en RCA et en RDC et, pour couronner le tout, nous avons organisé une réunion de trois jours des femmes du Burundi à Addis-Abeba, en Éthiopie, pour les aider à participer aux réunions de dialogue qui ont lieu dans la région. Toujours dans le cadre des dialogues de paix, nous avons organisé des réunions de paix dans la RGL.

En 2018, en tant que membre de FemWise-Africa, j'ai été chargée de développer un plan d'action régional en tandem avec la résolution 1325 de l'ONU. C'était en reconnaissance du fait qu'il y a un défi de communication entre les communautés d'une part et les autorités et les groupes armés d'autre part. L'objectif est de permettre aux femmes de prendre part aux processus décisionnels, en leur donnant les moyens d'utiliser les outils et instruments juridiques. Il s'agit d'une prise de conscience du fait que de nombreux protocoles et traités ont été signés et ne sont pas mis en œuvre.

Dans un contexte caractérisé par des conflits entre musulmans et chrétiens, les opérations militaires doivent impliquer les communautés, y compris les femmes et les jeunes, afin de promouvoir la résolution pacifique des conflits et la coexistence.

Discussions

Q: Quels enseignements pouvons-nous tirer de la RCA sur les femmes et la consolidation de la paix ?

R : À l'époque de l'éphémère Empire, l'empereur a nommé une femme leader en l'honneur des femmes. Actuellement, nous avons des femmes à tous les niveaux du gouvernement. Il est toujours stratégique d'avoir des femmes dans tous les secteurs. L'émancipation des femmes en RCA a commencé il y a de nombreuses années. L'émancipation des femmes commence par une volonté politique, à partir de laquelle les femmes sont impliquées dans le développement pour le bien des femmes individuelles et de la société entière.



Le rôle des femmes a été souligné au fil des ans, par le biais de la sensibilisation des familles, des communautés et des groupes religieux. Par conséquent, les femmes n'ont pas été oubliées dans l'élaboration des politiques, des lois, des partenariats, des déclarations et des traités.

Q: En raison des défis que vous avez mentionnés, quelles mesures avez-vous prises pour créer le lien entre les communautés et le gouvernement et les groupes armés ? Et quelles réponses avez-vous reçues dans la résolution des conflits que vous avez abordés ?

R : Pour surmonter le défi de la communication, nous avons employé des dialogues, des formations. Nous avons encouragé les gens à parler, à parler à chaque fois, et à avoir le courage de parler des expériences qu'ils vivent. Même sous la menace de violations des droits de l'homme, ils doivent parler...

Q: Où en êtes-vous avec la résolution 1325 et pourriez-vous partager vos expériences à ce sujet, afin de renforcer notre action dans la région du Nord-Kivu ?

R : Nous avons encouragé la participation des femmes dans la prise de décision, la consolidation de la paix et l'autonomisation.

Q : En Afrique centrale, ils ont combiné les interventions militaires et le dialogue. C'est le même format en RDC dans la résolution des conflits pour la paix - le dialogue avec les groupes armés. D'après votre expérience, à quel niveau pensez-vous que les acteurs de la société civile peuvent commencer à affronter de telles situations [interventions militaires] dans la RGL ?

R : Nous avons été engagés dans diverses initiatives de dialogue - le processus de Nairobi ; de même, dans le processus rwandais, nous continuons à dialoguer. Le dialogue est très pertinent pour la construction de la paix. C'est à la RDC de choisir ce qu'elle veut suivre.

1.8. Pierre Balume, RDC



Pierre Balume

Je m'appelle Pierre Balume ; je suis congolais, originaire du territoire de Masisi dans la région du Kivu. J'ai une expérience juridique, bien que ma première formation ait été celle d'enseignant entre 2008 et 2009. Mon autre expérience est que j'étais un combattant dans les forces armées, ayant été poussé là par le meurtre de mon frère et de ma sœur par les FDLR dans le village. Je suis resté dans les forces armées pendant un an et demi, et je ne suis parti qu'après avoir été sensibilisé par la MONUSCO. Je suis passé par le processus de DDR tandis que mon père m'a beaucoup aidé (dans la réinstallation en tant que civil).

J'ai lancé mon organisation en 2012 en rassemblant les ex-combattants de la communauté. Il est très difficile de créer des emplois pour les ex-combattants car les gens ne

leur font pas confiance, ils les traitent comme des criminels. Quand j'ai commencé mon organisation, je n'avais rien, pas d'outils, mon père m'a aidé avec des travaux d'études informatiques et j'ai acheté un ordinateur portable. Entre 2013 et 2014, j'avais tous les documents et j'ai commencé à travailler avec d'autres organisations.

A ce jour, j'ai mobilisé jusqu'à 1250 ex-combattants et j'ai depuis commencé des activités en collaboration avec d'autres ; nous nous engageons également à faire des recherches sur les groupes armés et comment les gérer, et comment partager les responsabilités avec les femmes. J'ai également mené des recherches sur l'exploitation minière et les relations avec les groupes armés ou leur implication dans le Masisi et le Nord-Kivu, où les activités des groupes armés sont intensifiées en raison de la richesse des ressources naturelles. J'ai publié des preuves de la manière dont les groupes armés exploitent les ressources minérales et de leur impact sur la population et la situation.

Nous avons également mené des recherches sur les activités des groupes armés et leur relation avec les problèmes fonciers qui ont provoqué des conflits fonciers. L'implication de ceux qui engagent des groupes armés pour chasser les propriétaires légitimes afin qu'ils puissent exploiter les riches ressources qui s'y trouvent. C'est ainsi que Masisi a connu un afflux de milices.

J'ai documenté en vidéo l'implication des groupes armés dans la région. J'ai également filmé les élections de 2018 en vidéo, capturant le rôle des groupes armés dans le processus électoral - leur



interférence avec les sites et le processus de vote à Masisi. Le gouvernement avait déclaré qu'il annulerait les résultats, mais il a depuis fait volte-face. Pourtant, j'ai des preuves réelles de la façon dont les milices ont compromis le processus électoral à Masisi.

En outre, j'ai effectué une autre recherche sur un groupe de miliciens dirigé par Guidon² (Shimiray Mwissa) et produit une vidéo montrant les chefs rebelles en liberté. Le gouvernement a depuis déclaré qu'il allait les arrêter mais il (les autorités de la RDC) n'a pas encore tenu sa promesse. Et les preuves sont vraiment incriminantes.

Discussions

Q: [Ambas Eliane, RCA] : Je voudrais savoir si M. Pierre était à Asake lorsque nous avons visité et rencontré des ex-combattants. Je suis parti en 2011- je ne suis pas resté assez longtemps à Asake. Est-ce que votre programme comportait une masculinité positive en accueillant les ex-combattants qui quittaient les groupes armés ?

Q: Je suis très intéressé par les recherches sur les groupes armés et leur influence sur le processus électoral de 2018. Par ailleurs, avez-vous déjà eu l'occasion de travailler avec d'autres personnes qui pourraient faire écho à votre voix afin qu'elles puissent contribuer à la gouvernance de la RDC ?

R : Je suis très libre- prêt à travailler avec n'importe quelle organisation. C'est parce que je travaille pour mon pays. J'ai collaboré avec Human Rights Watch et publié mon rapport. Actuellement, je documente les scénarios pré- et post-électorales en RDC. Toute personne désireuse de collaborer avec nous est la bienvenue.

Commentaire [Col Hassan, GCC] : Le mien est de le féliciter et de l'encourager pour ce travail de recherche factuelle que vous faites en RDC, notamment dans le territoire de Masisi. En tant que membre de la cellule opérationnelle (au sein du GCC), je vous assure que nous allons travailler avec vous pour apprendre de votre expérience et pour le succès de notre mission.

R : Je vous remercie. Je suis toujours disponible.

Q: Merci pour cette bonne présentation. C'est un bon travail que vous avez fait - la recherche est soutenue par des preuves documentées. En ce qui concerne la couverture des élections, je suppose que la MONUSCO a parrainé le projet que vous avez mis en évidence - pendant les élections, c'était un moment très difficile/difficile en raison de la présence des ex-combattants.

Pouvez-vous nous parler des défis que vous avez rencontrés à l'époque et que vous rencontrez encore aujourd'hui ?

² <https://www.hrw.org/news/2020/10/20/dr-congo-wanted-warlord-preys-civilians>



R : Les défis sont nombreux. Par exemple, la MONUSCO et le gouvernement ne collaborent pas pour le moment. J'ai présenté une proposition de projet à la MONUSCO mais elle a été rejetée en raison de l'absence de cette relation de travail.

Il m'a été demandé d'intégrer mon programme en RDC dans le programme national, mais j'ai refusé car j'ai appris que le groupe qui s'occupe de cela n'a aucun impact sur le terrain. Un autre défi découle du manque de fonds adéquats - nous recevons un nombre écrasant d'ex-combattants.

Lorsque j'ai visité Goma, de nombreux ex-combattants sont venus me voir. Ils m'ont expliqué comment ils sont harcelés : lorsqu'ils quittent les forêts pour tenter de se réinstaller, ils sont chassés par les communautés ; ils sont également traînés devant les tribunaux. C'est pourquoi je travaille avec les chefs traditionnels (les chefs, etc.) sur un document visant à faciliter la protection des ex-combattants. Dans la communauté, on les appelle des bandits, des voleurs, etc. Mais les chefs traditionnels ont confiance en moi et sont prêts à travailler avec moi.

Q: Ne pensez-vous jamais à retourner dans la forêt ou à reprendre le fusil pour aller vous battre ? Cela pourrait aussi avoir une grande influence sur d'autres ex-combattants.

R : C'est la MONUSCO qui m'a sorti de la forêt et m'a réintégré à la vie civile. Je suis redevable à la MONUSCO. Aujourd'hui, grâce à mon travail, je suis très apprécié et reconnu par les autorités locales comme le gouverneur et autres.

1.9. Dr Christine Mbonyingingo, Burundi



Dr Christine Mbonyingingo

J'ai trois niveaux d'expérience en tant que chercheuse. J'ai formulé des hypothèses (de recherche) et discuté de la cause possible des raisons pour lesquelles les hommes prennent les armes pour se battre. Nous avons conclu qu'il existe des lacunes en matière de gouvernance, de démocratie et de droits de l'homme. J'ai été impliqué dans la protection et la promotion des droits de l'homme.

Un regard sur l'échec des programmes de DDR peut aider à identifier les lacunes dans la poursuite des conflits armés dans la région. Comme d'autres dans la région, mon pays (le Burundi) doit également faire face à des groupes rebelles armés en RDC. Bien que je ne l'aie pas vérifié ou validé, les informations qui circulent confirment que des jeunes sont

impliqués dans des milices là-bas.

Pourquoi ces programmes échouent-ils ? En tant que chercheur et à la suite de diverses consultations, nous avons identifié les lacunes en la matière. Pour faire face à la situation, nous devons affronter la question de la gouvernance, combattre la marginalisation et la discrimination, lutter contre la pauvreté et les inégalités liées au genre, entre autres. Il faut également répondre de manière stratégique aux besoins de la population, par exemple, le droit (la liberté) à la libre expression et à la libre participation politique, l'engagement dans les espaces économiques et la participation à tous les aspects de la construction de la nation.

En tant qu'écrivain, j'ai eu l'occasion de former de nombreuses personnes. A travers les forums culturels, les jeunes ont eu envie d'écrire sur l'histoire du Burundi et l'histoire des conflits. Il y a deux côtés à cette approche.



D'une part, il y a les jeunes qui sont venus me voir et qui veulent s'approcher de ce qui leur est arrivé à eux et à leurs familles et qui veulent surtout savoir qui est responsable. Et d'un point de vue culturel, je leur ai expliqué qu'ils ne devaient pas écrire de manière à blâmer les autres, mais de manière à contribuer à la construction de la nation par des efforts pacifiques. Ils ont compris mon approche, et nous avons écrit un livre au Burundi sur les questions de paix. C'est une bonne lecture pour cimenter la paix dans le pays.

À partir de cette expérience, je ressens la peur chez les jeunes - ils sont dans un dilemme, ils sont en détresse, ils sont dans la tourmente psychologique, ils se sentent manipulés, et ils n'ont pas d'emploi. Nous, et surtout les dirigeants, devons faire très attention, les jeunes sont perdus. Ils ne savent pas quoi faire, leur avenir est incertain et ne permet pas d'espérer des lendemains meilleurs.

Pour les jeunes, le DR n'est pas bien exécuté. Des emplois leur ont été promis, mais ils ne viennent pas, ils sont frustrés et déçus au point de retourner à des activités de conflit armé dans la forêt. De plus, il y a une pénurie d'actions non-militaires.

Le troisième niveau de mon expérience englobe ma vie en tant que mère, femme leader, médiatrice et militante des droits de l'homme. C'est une expérience de fierté - j'ai vu des femmes se mobiliser pour la paix, j'ai vu des femmes burundaises faire pression pour faire partie du processus de paix, et en effet le gouvernement et les partis politiques leur ont donné l'espace. Nous avons écrit une lettre au président ougandais Yoweri Museveni et il a envoyé un avion qui a emmené des femmes à Arusha où se tenait une réunion de paix. Alors que les femmes avaient été inscrites sur la liste des observateurs, elles ont rappelé la résolution 1325 des Nations unies qui parle de la participation des femmes, et elles ont été autorisées à apporter leur contribution.

Discussions

Q: En tant que chercheur et spécialiste des questions de genre, que pensez-vous que les acteurs puissent intégrer dans les programmes afin de contribuer à la consolidation de la paix et à la réduction de la violence à l'égard des femmes et des jeunes dans notre pays ?

R : Le programme de DDR devrait chercher à résoudre les conflits profondément enracinés en RDC, car lorsque la RDC a des problèmes, toute la région en souffre. Et pourquoi les terroristes sont-ils venus en RDC ? C'est pour la raison que la RDC est un endroit où ils peuvent s'infiltrer facilement grâce à son immensité. C'est un pays riche en ressources naturelles (minérales) et il y a une ruée vers ces ressources. C'est la question que le DDR devrait rassembler et le fait d'avoir toutes les données proches et de tout documenter éclairera le processus.

En ce qui concerne la gouvernance de la RDC, il est très important d'avoir l'administration au niveau territorial, car l'administration n'a pas de structures dans tous les territoires, ce qui est une recette pour les problèmes. Nous devons organiser au niveau central des activités pour la base, sinon certaines personnes peuvent être laissées pour compte. nous devons



Les solutions viennent de la communauté. Mais nous devons aller au-delà des dialogues, les discussions sont fatigantes ; nous devons agir dès le niveau du village, pour que l'administration protège ses habitants. C'est un grand défi - aller au-delà des discussions et passer à l'action.

Un autre problème est que la communauté a été oubliée, ses besoins stratégiques n'ayant pas été pris en compte pendant de nombreuses années. C'est pourquoi les milices s'y installent. Par exemple, le gouvernement dit que la sécurité est de son ressort et n'implique pas les communautés. C'est contre-productif.

Nous devons donc aborder ces questions - nous devons avoir deux niveaux d'action - le niveau central et le niveau communautaire. Nous devons également nous occuper des familles déplacées (les femmes, les enfants, les personnes vulnérables, etc.). La présence de personnes déplacées à l'intérieur du pays (PDI) est honteuse et devrait inquiéter le gouvernement.

Q: Vous avez apporté la composante recherche et documentation. Les gens ne peuvent savoir ce qui se passe que lorsque vous documentez. Je ne sais pas ce que nous faisons dans cette salle pour documenter ce que nous faisons ici - comment avez-vous réussi à maintenir les jeunes dans vos activités ou processus - ils n'ont pas de patience par exemple si ça ne marche pas pour eux.

R : Il est essentiel de documenter tout ce qui se passe, car lorsque cela est fait, les gens peuvent suivre et utiliser ce que nous avons. Pour illustrer l'importance de la documentation, je suis allé une fois à Kigali en tant que médiateur régional. J'ai été très intelligent en écoutant et en notant les délibérations. Je m'attendais à recevoir le module complet afin de pouvoir l'utiliser pour former d'autres médiateurs une fois de retour au Burundi.

J'ai réuni les médiateurs et j'ai intensifié la formation. Malheureusement, je n'ai pas pu le faire parce que je n'ai pas eu ce matériel ! Nous devons donc mettre l'accent sur le processus de documentation pour l'enregistrement et l'utilisation future.

Pour les jeunes, j'ai insisté sur la nécessité de dire la vérité. Que toutes les communautés - les Hutus et les Tutsis - ont souffert du conflit dans le pays. C'est un mensonge de dire que cette communauté n'a pas souffert, que seule la mienne a souffert. C'est le moment où nous nous lançons dans la construction de nouvelles relations ancrées dans la construction de la paix.

Mes sessions avec les jeunes ont été à la fois une formation et une éducation sur ce qui peut construire la paix - l'histoire de la réconciliation, l'histoire de la capacité à pardonner ou à pardonner à son frère et à sa sœur. C'est une histoire que 1972 est loin derrière, et 1992 n'est pas loin, mais est encore loin derrière..... Nous devrions plutôt regarder devant nous (l'avenir) et ne pas regarder dans le miroir latéral, pour construire la nation. Et étant jeune, je leur demande, pourquoi rester dans le passé noir au lieu de regarder vers l'avenir brillant ? C'est le contenu du livre - un livre à lire absolument pour former les gens à et pour la paix.



1.10. Justin Samuragwa, RDC

[Facilitateur : Justin est basé dans la province du Kivu en RDC, une zone affectée par le conflit. Son organisation travaille à la construction de la paix, à la cohésion et aux questions sociales. Il est un militant pour la paix et un défenseur des droits de l'homme qui a travaillé dans toute la province du Sud-Kivu en RDC depuis 2007. Il a travaillé avec plusieurs organisations nationales et internationales dans le domaine de la protection et du suivi des conflits. Il est le secrétaire exécutif du Réseau des Cadres de Concertation Intercommunautaire (RCCI), qui est basé à Uvira, en RDC].

Sa présentation s'est articulée autour de quatre domaines/points à savoir : aperçu du contexte socio-sécuritaire dans sa zone d'intervention, leçons apprises, difficultés rencontrées et meilleures pratiques identifiées dans la mise en œuvre des projets. En ce qui concerne le contexte, il a mentionné les tendances suivantes : Dynamiques conflictuelles centrées sur l'accès à la terre et aux ressources naturelles ; Conflits identitaires instrumentalisés et alimentés par divers acteurs à l'intérieur et à l'extérieur du pays ; Activisme accru des groupes armés locaux et étrangers respectivement d'obédience communautaire et Violence interethnique et ses conséquences.

A titre d'exemple des leçons tirées du projet « NAMNA MUPYA YA UJENZI WA AMANI » mis en œuvre dans le territoire d'Uvira en partenariat avec le Life and Peace Institute (LPI), on peut citer l'engagement ferme de certains leaders locaux, membres des communautés et autorités locales à renforcer la cohabitation pacifique en maintenant la cohésion sociale entre les communautés, la confiance et la responsabilité les uns envers les autres dans les zones de fortes tensions ; Les efforts déployés par le RCCI à travers ce projet en cours augmentent les effets positifs dans certains domaines tels que la réduction de la haine, de la violence interethnique, du vol de bétail, des kidnappings, le retour des personnes déplacées, les gens commencent à se déplacer librement, etc. (le cas du Groupe Lemera dans le territoire d'Uvira et de Bibokoboko dans le territoire de Fizi) ; L'inclusion de la dynamique de genre dans les structures communautaires augmente la participation des groupes marginalisés dans le processus de paix (grâce à notre approche communautaire, toutes les couches sont impliquées dans nos actions et cela a contribué à un changement).



Justin Samuragwa

En termes de défis, l'impact de la consolidation de la paix en RDC est faible en raison d'une analyse moins approfondie du contexte ; de l'hypocrisie dont font preuve certains acteurs à tous les niveaux pendant le processus de dialogue et de médiation interne (leur faible engagement à résoudre les conflits de manière durable) ; de l'absence d'une vision commune pour une paix durable dans la région des Grands Lacs (Rwanda, Burundi et RDC) ; de la faiblesse des stratégies basées sur la médiation interne et le dialogue pour éliminer les causes profondes de l'émergence, de la persistance et du renforcement des groupes armés dans la région. Pour information, le RCCI, en consortium avec Nduwamahoro NVA du Burundi, met en œuvre un projet transfrontalier appelé « Bilalo Byetu » et qui vise à contribuer à soutenir le processus de DDR/RR à travers les mécanismes locaux de médiation interne existant à Uvira/RDC et au Burundi afin de consolider la paix et la sécurité dans cet espace transfrontalier.



Quant aux meilleures pratiques à maintenir, nous pouvons retenir les suivantes : Un désarmement définitif et volontaire lié à un processus plus large de vérité et de réconciliation ; La réforme du secteur de la sécurité développée avec comme priorité la cohésion sociale interne et la bonne gouvernance ; La promotion d'une vision positive de la coopération régionale qui renforce le lien économique entre l'Est de la RDC et les pays voisins ; La bonne gestion par les gouvernements des dynamiques économiques et politiques de cette coopération au profit des populations. Pour une plus grande efficacité, ces actions doivent être menées de manière concertée et coordonnée.

Discussion

Q: Comment gérez-vous la situation - vos efforts de paix - lorsque vous opérez au sein de communautés qui ont créé leurs propres milices (groupes armés) et se combattent entre elles ?

R : Nous travaillons directement avec les acteurs clés, et les leaders communautaires regroupés dans des structures communautaires. Les méthodologies suivantes nous aident à réduire les tensions au sein des communautés, entre autres : L'organisation de séances de consultation en petits groupes, des contacts ciblés et/ou personnalisés, l'inclusion de toutes les strates, l'analyse de la situation avant toute action, le dialogue de proximité (mini-dialogues intra et intercommunautaires, dialogue à grande échelle si nécessaire, médiation, lobbying, plaidoyer de proximité, négociation) avec le principe de « Problèmes locaux, solutions locales ».

En plus de cette représentation et de cette inclusion, nous travaillons avec les autorités car la paix et la sécurité sont de leur ressort. De manière très concrète, à travers le projet Namna Mupya, nous développons une stratégie sur l'engagement politique qui vise à amener les autorités à prendre la responsabilité de toute action dans le cadre de la paix et de la sécurité. Les acteurs de la société civile devront se mettre en avant pour soutenir les efforts des gouvernements. En tant que plateforme communautaire, nous soutenons les efforts du gouvernement au niveau local, et ensemble nous pourrions contribuer à la paix. Dans la communauté, certaines personnes sont pour la paix et sont prêtes à rétablir une cohabitation sûre entre les communautés. C'est grâce à cela que nous avons pu développer des stratégies pour contourner certains des défis de la manipulation politique. C'est ce qui nous a permis d'apaiser un climat de tension entre les communautés ethniques en conflit dans le groupe Lemera (la zone cible du projet).

Q: Y a-t-il une différence entre le RCCI et les structures communautaires ? Collaborez-vous avec d'autres structures au sein des communautés ? Quelle est la situation sur le terrain ?

Et (en répétant la première question) : Comment pouvez-vous travailler (pour apporter la paix) dans un environnement où il y a une multiplicité de milices des différentes communautés avec lesquelles vous travaillez dans votre zone d'opération ?

R : A la question de la différence entre le RCCI et les structures d'accompagnement, la réponse est que le RCCI, étant une plateforme pour les initiatives locales de transformation des conflits, ne



fait que les accompagner dans la mise en œuvre des activités sur le terrain. Dans le contexte actuel, les structures sont nombreuses, formelles et parfois informelles, privées ou para-étatiques, notre vision est de renforcer leurs capacités, de les encourager à collaborer pour consolider durablement leurs actions pour la paix dans leurs environnements respectifs.

Nous essayons également, selon nos moyens, de les encourager à s'aligner sur les priorités de l'État, et à travailler en coordination, afin de faire avancer le processus de paix dans leurs milieux respectifs.

Au-delà des défis contextuels, nous avons pu identifier des bonnes pratiques au sein des communautés et des autorités qui peuvent influencer le changement d'une manière ou d'une autre. Ce sont des bonnes pratiques que nous devons encourager, malheureusement, dans toutes les communautés, certaines personnes s'opposent au processus de paix, et le RCCI comme tous les autres acteurs, nous faisons des efforts pour que tout le monde s'engage dans le processus de paix par la non-violence. Dans le projet précédent, nous connaissions certains acteurs qui faisaient partie de groupes armés mais grâce à la sensibilisation, ils se sont désengagés de leur mouvement. Ils se donnent la paix et la cohabitation pacifique entre les communautés.

1.11. Jean Claude Bahati Muhindo, RDC

[Facilitateur : Jean Claude partagera son expérience de travail avec la MONUSCO en RDC].



Jean Claude Bahati Muhindo

Je m'appelle Jean Claude, actuellement, je travaille avec la MONUSCO comme officier chargé du désarmement, de la démobilisation et du rapatriement des groupes armés étrangers. Mais avant cela, j'avais travaillé avec la Mission des Nations Unies au Mali ; j'ai également travaillé avec l'OIM en Somalie et au Nigeria, tous dans des programmes de DDR.

Après avoir entendu suffisamment d'informations sur le DDR en RDC, je souhaite vous faire part d'un contexte de DDR différent, au Nigeria, où nous avons travaillé à la déradicalisation de Boko Haram. C'est une expérience dont nous pouvons tirer des enseignements car notre région a été touchée par des activités terroristes

similaires.

Nous appelons le DDR au Nigeria Engagements, Associations, Réconciliations. Avec l'OIM, nous nous sommes concentrés sur la réhabilitation et la réintégration tandis que pour la déradicalisation et la réconciliation, nous avons toujours travaillé avec le gouvernement nigérian. Le gouvernement nigérian a mis en place un centre de réhabilitation et de déradicalisation qui a fonctionné et a facilité le processus. Il se trouve dans le nord, dans une région appelée Ngombe. Dans le centre, il y avait des ex-combattants volontaires de l'armée (car il y a des opérations militaires en cours là-bas), certains volontaires qui s'y sont rendus eux-mêmes, et d'autres que les forces armées nigérianes y ont également emmenés, qui ont tous dû suivre un processus de déradicalisation et de réhabilitation.

Le processus (déradicalisation et réadaptation) dure habituellement six mois, bien qu'il puisse aller au-delà en raison d'aspects opérationnels techniques. Après ce processus, nous réintégrons ou emmenons ceux qui ont été réhabilités à l'OIM afin qu'ils puissent être réintégrés dans les communautés. L'OIM dispose d'un département appelé ICERS (Information, Counselling Referral System) qui aide les ex-combattants et les personnes à leur charge dans leurs communautés. Cela signifie qu'une fois qu'un ex-combattant retourne dans sa communauté, l'OIM a des équipes qui



identifient les opportunités dans ces communautés respectives. Elles discutent avec les partenaires pour voir comment ils peuvent soutenir au mieux la réintégration des personnes qui retournent dans leurs communautés.

En outre, davantage de projets ont été mis en place par l'OIM pour soutenir les communautés qui accueillent les ex-combattants. C'est un processus qui a été couronné de succès car les ex-combattants y gagnent (par la réintégration) tandis que la communauté bénéficie des projets. Cela crée des options et l'absorption de ces ex-combattants dans ces communautés respectives.

Si l'on se concentre sur ce qui a été efficace dans le cadre du projet, la volonté politique du gouvernement nigérian a été déterminante. Il a fait de son mieux pour déradicaliser les ex-combattants de Boko Haram. En outre, le centre de Ngombe propose des services psychosociaux et des chefs religieux qui viennent de temps en temps au centre pour impliquer les ex-combattants et leur apprendre à créer et à améliorer les relations (interpersonnelles) pour qu'ils puissent les utiliser à leur retour dans leur communauté. Et avec l'OIM, nous organisons des visites familiales aux ex-combattants pendant qu'ils sont encore au centre et qu'ils suivent le processus de déradicalisation. Les familles et les communautés viennent voir ce qui s'y passe afin qu'une fois de retour dans leur communauté, elles puissent partager ce qu'elles ont vu ou témoigné dans les centres de déradicalisation.

Il y a aussi la sensibilisation des militaires (les groupes armés), nous essayons de leur transmettre des messages incitant les combattants à se rendre volontairement. Les deux options existent donc dans les opérations militaires et non militaires du Nigeria. Cela se fait par le biais de programmes radio mis en place par l'armée nigériane (NDF).

Il y a aussi des défis. Tout d'abord, de nombreux combattants se rendent, mais le gouvernement nigérian n'est pas en mesure de répondre aux besoins de réintégration. Lorsque j'étais là-bas, seule l'UE apportait un soutien (financier) à la réintégration des ex-combattants par le biais de projets communautaires.

Mais il y a aussi des conflits en cours (dans le Nord). Et donc, vous pouvez imaginer que vous intégrez quelqu'un dans sa famille alors que des groupes terroristes viennent attaquer ces mêmes communautés. Et effectivement, des populations importantes ont été déplacées vers des camps, notamment à cause des opérations militaires (on demande aux populations locales d'évacuer pour laisser la place aux opérations). Les ex-combattants vont dans ces camps pour rejoindre leurs communautés.

Il faut donc beaucoup de sensibilisation dans ces camps, par exemple pour que les populations locales qui ont vécu des expériences de conflit acceptent les ex-combattants. L'OIM organise des activités de sensibilisation pour essayer de renforcer la cohésion avant ou pendant l'attente du retour de chacun d'eux dans sa communauté. C'est un défi majeur, mais encore une fois, pendant les opérations militaires, certains jeunes sont arrêtés car ils sont soupçonnés de travailler de mèche avec Boko Haram. Ils (les jeunes) peuvent attendre jusqu'à un an avant d'être poursuivis ou qu'une



autre décision soit prise sur leur sort. Il est souvent difficile pour ces jeunes d'être pris en compte dans les interventions de l'OIM.

Les leçons apprises sont nombreuses. Nous avons vu que l'ICRS est un système efficace qui a facilité l'intégration communautaire. Les visites familiales organisées par l'OIM et le gouvernement ont facilité à la fois la réconciliation et la réunification avec les ex-combattants volontaires. La décentralisation du projet de DDR au Nigeria a rendu le processus plus efficace, par exemple, en conjonction avec le gouvernement central, certains gouverneurs du Nord ont adopté le DDR, donnant ainsi un élan au processus. Des efforts ont également été déployés par la région (autour du Tchad) pour faciliter la réintégration et la mise en place de réseaux communautaires qui ont facilité le suivi des changements de comportement, la recherche et la sécurisation des ex-combattants.

Discussions

Q: Vous avez parlé de la faible formation des ex-combattants. En l'absence de systèmes tels que la formation, ils chercheront des solutions pour survivre, au risque de retourner à ce qu'ils faisaient, et de manière encore plus féroce. Avez-vous des actions concrètes à partager sur le traitement des ex-combattants ?

R : Il y a deux types d'ex-combattants : ceux qui ont rendu leurs armes en RDC [la MONUSCO ne vous permet pas de rentrer avec votre arme]. Lorsqu'ils attendent le DRSS, ils se plaignent que leurs armes leur ont été confisquées, qu'ils attendent trop longtemps, qu'ils sont désœuvrés et qu'ils souffrent - ce qui fatigue la MONUSCO. C'est pour cette raison que la MONUSCO a développé un programme visant à réduire la violence dans la communauté afin de s'assurer qu'elle offre³ un travail aux ex-combattants pendant qu'ils attendent le programme de DDR. Nous les sensibilisons également à la coexistence pacifique de retour dans les communautés. Nous espérons que le projet fonctionnera.

Nos collègues de l'IOP travaillent dur pour voir comment ils peuvent soutenir ce programme. Je suis sûr qu'il y aura d'autres partenaires pour soutenir la réintégration des ex-combattants.

Q: Nous avons tiré beaucoup d'enseignements de ce forum. Est-ce trop demander à l'administration ou aux OSC de recenser les organisations ou les administrateurs qui travaillent dans cet état, cette province, ce territoire, etc. et de travailler en étroite collaboration avec les médias pour documenter les réussites afin que les autres unités administratives puissent en tirer des enseignements ? Peut-être que l'OIM peut le faire efficacement grâce à son expérience.

De plus, nous devons nous assurer que nous documentons nos expériences, partagées dans ce forum.

³La MONUSCO a débloqué 100 000 dollars pour ce programme - une aide temporaire pour le travail.



R : Je suis d'accord pour dire que les expériences partagées - sur la médiation par des acteurs internes et le DDR - doivent être documentées, elles pourraient être très utiles pour la construction de la paix dans notre pays.

[L'OIM va partager ses expériences.

Q: Quelle est votre opinion, en vous inspirant de la déradicalisation au Nigeria, sur la façon de traiter la spiritualisation des jeunes en RDC par les milices (groupes armés) ?

On dit que le DDR et plus particulièrement la réintégration ne peut fonctionner en RDC que si le gouvernement s'y engage cette fois-ci. Quelle est votre opinion ?

R : Bien sûr, le programme de déradicalisation au Nigeria et en Somalie peut être appliqué en RDC, non seulement pour les Mai-Mai mais aussi pour les autres jeunes congolais qui ont rejoint les ADF. Je trouve difficile qu'un jeune qui fait partie des ADF lorsqu'il est capturé soit emprisonné - cela n'aide pas beaucoup car l'idéologie est ancrée en lui et ne disparaîtra pas en l'emprisonnant. C'est une bombe à retardement qui attend d'exploser !

Il est vrai que tous les acteurs engagés dans le processus de paix en RDC souhaitent que le gouvernement prenne au sérieux le processus en cours. Par exemple, il y a un consensus sur le fait que les fonds destinés à la réintégration (dans le cadre du processus DDR) devraient être utilisés de manière responsable et être acheminés directement vers les communautés bénéficiaires pour atteindre l'objectif visé.

1.12. Linda Babingwa, RDC

[Facilitateur : Linda Babingwa, travaille au sein du Comité des juristes pour le développement et la paix, supervisant la question du genre].

Je m'appelle Linda Babingwa, je travaille à l'Union des Juristes Engagés pour les Opprimés, la Paix et le Développement (UJEOPAD-RDC). Je vais vous faire part de mon expérience en matière de DDR, à partir d'une recherche que j'ai menée sur le terrain (non liée à mon projet actuel) lorsque

je travaillais en partenariat avec Peace Direct pour soutenir la réintégration à base communautaire.

La recherche était un exercice de cartographie à travers 5 sites pour la réintégration des ex-combattants et des enfants liés aux groupes armés.

L'exercice nous a permis de comprendre comment les ex-combattants, leurs familles et les enfants, en particulier les jeunes filles qui quittent le conflit armé, sont accueillis par la communauté. J'ai été très intéressée par ce processus de DDR et par la pratique de la médiation par des acteurs internes.



Linda Babingwa

Discussions

Q: J'ai participé à l'exercice de cartographie. Vous avez fait des recommandations, y a-t-il un suivi de ces recommandations ?

R : Je souhaite recommander aux autorités (étatiques) et aux organisations locales et internationales de continuer à mettre l'accent sur la réintégration et la démobilisation des ex-combattants. Après des recherches, nous avons établi que les jeunes avaient des difficultés à s'intégrer dans la communauté. Ils ne pouvaient pas trouver d'emploi et trouvaient même que des événements sociaux comme le mariage étaient un défi. Il en allait de même pour les hommes. La réintégration et la démobilisation doivent être efficaces pour aider les ex-combattants à mener une vie normale. J'ai fait cette recommandation aux décideurs afin que les chercheurs puissent poursuivre leur travail. Cette recommandation devrait également être assortie d'un plan d'action.

1.13. Monica Njoroge, Kenya

Je m'appelle Monica Njoroge, je viens du Kenya et je travaille avec la FECCLAHA ou Fellowship of Christian Councils and Churches in the Great Lakes and the Horn of Africa, une organisation qui travaille dans les GL et la Corne de l'Afrique. Je parlerai de l'expérience de la FECCLAHA et de la manière dont nous travaillons avec les chefs religieux qui, selon moi, constituent le chaînon manquant, le lien entre le haut niveau et la communauté pour la paix.

Nous travaillons à la construction de la paix et à la transformation des conflits. Nous travaillons autour de : Femmes, paix et sécurité ; Jeunesse, Paix et Sécurité ; Réduction de la prolifération des armes légères et de petit calibre ; Chefs d'église/chefs religieux, paix et sécurité ; et justice de genre – sur la prévention de la violence sexuelle basée sur le genre (VSS).

En ce qui concerne le DDR, et tout en travaillant avec les chefs religieux, nous nous concentrons sur le désarmement « du cœur et de l'esprit » où nous pensons que les chefs religieux ont un grand rôle à jouer. Nous intervenons par le biais du Conseil des Églises, l'Église du Christ étant notre partenaire en RDC. Nous avons opéré dans l'Est de la RDC, au Sud-Kivu et au Nord-Kivu.



Monica Njoroge

Nous nous concentrons sur la jeunesse, la paix et la sécurité dans le Nord-Kivu, où nous intervenons par le biais des clubs de jeunes pour la paix dans la région. Nous travaillons également



en étroite collaboration avec les chefs religieux, que nous sensibilisons aux cadres juridiques concernant les jeunes, la paix et la sécurité. Nous utilisons également les médias - la radio - pour aborder les questions liées au DDR, ainsi que les engagements entre pairs (les jeunes parlent à leurs pairs des questions de désarmement, de recherche de la paix et de moyens de subsistance alternatifs).

Et pour les femmes, la paix et la sécurité, nous avons le réseau régional des femmes médiatrices confessionnelles (REFWOMEN). Nous renforçons les capacités des femmes - via le réseau qui rassemble des femmes issues de leurs communautés religieuses - en matière de médiation et nous créons des opportunités pour leur engagement dans les médias et le DDR. Nous ciblons les femmes non seulement en RDC, mais aussi dans toute la RGL et la Corne de l'Afrique (par exemple, les femmes en RDC, au Kenya, au Sud-Soudan, au Burundi et au Rwanda). Nous avons créé cette plateforme pour permettre aux femmes de s'engager et de partager leurs expériences avec leurs homologues de la région.

Certaines des femmes impliquées ont depuis été accréditées auprès de FemWise-Africa⁴ et sont engagées au sein de cette plateforme régionale plus large dans la prévention des conflits et la médiation. En outre, nous avons des ecclésiastiques de haut rang - au niveau des évêques - qui vont vers la communauté et l'engagent dans la médiation, et engagent également les groupes armés dans le "désarmement du cœur et de l'esprit". Une fois que les chefs religieux engagent les milices, d'autres personnels techniques peuvent prendre le relais (le processus de DDR). En effet, nous disposons d'un pool d'acteurs religieux - hommes, femmes, jeunes et chefs d'église - qui sont prêts et habilités à s'engager dans le DDR dans la région et en particulier en RDC.

Discussions

Commentaire : C'est un compliment ; la FECCLAHA a soutenu l'initiative sur les jeunes, non seulement dans le cadre de la FECCLAHA mais aussi au sein de la CIRGL. Elle a largement soutenu les initiatives des jeunes à la CIRGL en fournissant des fonds chaque fois qu'elle a été sollicitée.

M Bahati Muhindo, MONUSCO: J'ai constaté que les chefs religieux ont été mis de côté dans le processus de DDR alors qu'ils ont un grand rôle à jouer dans la réussite du processus de DDR. En Somalie, nous avons mis en place tout un projet (financement à hauteur de 15 000 USD) dans le seul but d'amener les chefs religieux à venir travailler avec les groupes de réhabilitation afin de modifier le comportement des Al Shabab qui étaient censés retourner dans leurs communautés. Nous avons constaté qu'ils (les chefs religieux) étaient très importants à l'époque car ils avaient le temps de discuter de leur religion et de leur idéologie, puis de prendre des mesures pour modifier

⁴ <https://www.globalwomenmediators.org/femwise-africa/>



leur comportement, ce qui est essentiel pour faciliter leur réintégration. Par conséquent, même si certains sont retournés dans le groupe militant, les taux étaient très faibles.

Sur la base du soutien des religions, j'ai également vu comment la réconciliation au Nigeria a été efficace. Au Nigeria, il y avait des musulmans et des chrétiens qui avaient leurs propres lobbies utilisés à des fins de réconciliation et de rapatriement. Les chefs religieux ont mené l'engagement.

Cependant, pour le processus général de DDR, la composante religieuse a été oubliée. Je souhaite donc recommander aux acteurs et aux partenaires ici présents, y compris le PNUD et la CIRGL, de considérer et d'apprécier que les chefs religieux ont un rôle important à jouer - en utilisant leur influence sur les croyants - pour rendre la médiation par des acteurs internes efficace. Le fait que toute personne ayant fait partie d'un groupe militant était soit musulman soit chrétien le confirme. Le clergé ainsi que les communautés peuvent influencer ces militants à changer, c'est-à-dire à abandonner leur militantisme.

Pezu: Bien sûr, il est important, lorsqu'on pense à la médiation par des acteurs internes, de prendre en compte les chefs religieux, car ils ont une grande crédibilité du fait qu'ils font partie de la communauté et sont également tenus en haute estime. À l'avenir, si l'un d'entre vous (participants) engage des chefs religieux, nous pourrions voir comment les inclure dans ces discussions et dans les réunions mensuelles avec la CdP. Il serait important qu'ils en fassent partie (CdP).

Emery: C'est une excellente initiative d'impliquer les chefs religieux dans la médiation par des acteurs internes. C'est quelque chose que j'aimerais apprendre de Monica.

Liberata: Lorsque nous avons lancé le processus de médiation, nous avons commencé par les églises où les femmes ont joué un rôle essentiel en donnant des informations sur leurs proches engagés dans les groupes militants ou combattants.

Josephine: Le programme de la FECCLAHA dans les églises porte ses fruits. Je suis membre de l'église baptiste en RCA et nous avons travaillé avec le personnel du programme pour promouvoir la paix et la sécurité.

Ken: Les membres de l'Église ont toujours pris la parole lors des sommets des chefs d'État et des réunions de haut niveau de la CIRGL, et lorsqu'il est apparu que l'Église s'était éloignée de ces rassemblements, nous avons fait signer à la FECCLAHA un protocole d'accord avec la CIRGL pour qu'elle revienne à la table des négociations (de paix) pour parler de son programme (de résolution des conflits). Il est à noter que pendant les conflits, les croyants se rendent toujours à l'église (et aux mosquées).

1.14. Réflexions - 1er jour

Les participants ont formulé les réflexions suivantes sur la journée/les points clés à retenir :

- La plupart des programmes (traditionnels) manquent d'énergie pour la réintégration.

- Les petits dialogues au niveau communautaire pour les groupes armés sont une approche très importante et la clé pour que ces groupes abandonnent leur métier (militantisme).
- Un DDR très solide et crédible contribuera à la paix dans la RGL, en particulier en RDC.
- De l'expérience nigériane, il ressort que pour le succès du DDR, il est nécessaire de tirer parti des opportunités locales - ceci peut être appliqué en RDC ;
 - Par exemple, le processus de DDR devrait être ouvert aux chefs religieux qui devraient être impliqués - ils jouent un rôle très important.
- Il faut envisager d'utiliser les chefs traditionnels des combattants comme acteurs du désarmement dans (nos) régions. Quelqu'un qui a été dans la milice comprend comment aborder ce problème, et les gouvernements devraient exploiter cette opportunité.
- Les femmes doivent poursuivre les sensibilisations et les dialogues sur la consolidation de la paix et le processus de DDR malgré les risques encourus, par exemple, elles doivent même accepter de dialoguer avec des groupes armés ou des combattants.
- Dans le cadre des programmes que nous mettons en œuvre, nous devrions offrir aux jeunes que nous réintégrons des possibilités de gagner leur vie. Les solutions se trouvent à la base
- Il est important de documenter ce que nous faisons, par exemple, des histoires de réussite sur lesquelles nous pourrions nous appuyer ou dont nous pourrions nous inspirer à l'avenir.
- Dans le processus de DDR, l'argent qui finance la guerre est important - il n'est pas facile de dire aux combattants/rebelles de quitter la guerre, surtout sans leur offrir d'options telles que des moyens de survie ou de subsistance.
 - Nous devons mettre les fonds à disposition dans un délai de 6 mois ; sinon, s'il n'y a pas de financement, ils risquent de retourner chercher leurs armes, c'est-à-dire de se battre.
 - Les fonds doivent être utilisés uniquement dans le but prévu.
- Les opérations psychologiques sont très importantes - nous devons impliquer les communautés locales, pour qu'elles s'approprient et réussissent les programmes dans lesquels nous les engageons, comme par exemple la lutte contre les Maï-Maï.
 - Nous devons renforcer les communautés - renforcer leur capacité à faire face aux problèmes.
 - Nous devons travailler sur l'aspect psychologique des communautés. Les conflits en cours suscitent une grande peur.
 - Nous ne devons pas prétendre qu'il n'y a pas de solutions.
- La société civile doit travailler de manière solidaire à la mise en œuvre du DDR.
 - Il faut qu'une entité prenne la responsabilité de mobiliser la société civile.
- La mauvaise gouvernance caractérisée par un manque d'infrastructures démocratiques est responsable de l'alimentation des conflits dans la région.
 - Nous ne devons pas permettre aux dirigeants, c'est-à-dire aux chefs d'État, de continuer à mal gérer les citoyens et leurs pays, ce qui conduit les gens à mener une vie difficile.

- Il faut s'attaquer ou identifier les causes profondes des crises dans la région.
- La médiation par des acteurs internes exige beaucoup d'efforts, d'énergie et de sacrifices. Elle expose même les médiateurs à des menaces sur leur vie, à des arrestations et à la prison.
- Il est nécessaire de partager les expériences acquises ici avec d'autres parties prenantes, afin d'aider à améliorer les processus de médiation par des acteurs internes.
- Pour être médiateur, il faut avoir de la patience avec ou à travers les négociations que l'on entame, être créatif et faire un effort supplémentaire pour mener à bien la mission assignée et assurer l'impact de la médiation.
- Beaucoup de choses sont faites au niveau communautaire, mais malheureusement, nous n'entendons jamais la voix de la communauté - elle est silencieuse - ses besoins, ses solutions, ses compétences et ses mécanismes sont à peine pris en compte.
 - Les voix et les besoins des communautés doivent être intégrés dans tous les efforts de DDR.
- Guérison des traumatismes psychosociaux - nous venons de pays qui vivent des traumatismes, avec des populations qui subissent des violences quotidiennes.
 - Le DDR ne reconnaît pas la place de la prise en charge psychosociale lorsqu'on parle de réintégration et de démobilisation.
 - Comment pouvons-nous parler de paix durable sans aborder cette question ? L'absence d'action dans ce sens conduit à un cercle vicieux dans lequel les combattants peuvent se retrouver à retourner à la guerre.
 - Le traumatisme est responsable de la peur morbide dans les populations
- Il faut reconnaître que les conflits ont des victimes qui ont besoin de justice. Les chefs de milices responsables d'atrocités méritent d'être traduits en justice ou de payer pour avoir perpétré des crimes (de guerre) graves.
 - Sans justice, il peut être difficile pour les victimes d'accepter la réintégration des chefs rebelles.
 - Il faut reconnaître les crimes commis à leur encontre - La justice transitionnelle n'est pas une justice pénale.

2. Atelier de partage d'expérience sur la médiation par des acteurs internes pour le DDR/RR - Jour 2

2.1. Col Khalid Mohamed IBRAHIM, Mécanisme conjoint de vérification élargi (MCVE)



Col Khalid Mohamed IBRAHIM

Je suis le Col Khalid Mohamed, le commandant adjoint du Mécanisme conjoint élargi de vérification (MCVE). Le MCVE est un organe de la CIRGL qui a été lancé en septembre 2012 à Goma, dans l'est de la RDC. Il s'agit d'une institution composée d'experts militaires des États membres de la CIRGL et d'observateurs militaires de la SADC, avec le soutien de l'ONU et de l'UA, pour relever les défis de la sécurité régionale, entre autres tâches.

Certaines des tâches du MCVE comprennent : Vérifier et enquêter sur toute allégation de violation du protocole de non-agression et de défense mutuelle de la région des Grands Lacs (30 novembre 2006) ; surveiller, vérifier et rendre compte de la situation sécuritaire et humanitaire dans les États membres de la CIRGL ; surveiller, vérifier et rendre compte des forces négatives qui traversent les frontières des États membres de la CIRGL ; surveiller, vérifier et rendre compte de la présence de forces négatives dans la CIRGL ; effectuer des patrouilles frontalières dans la région autonome ; vérifier et enquêter sur les allégations de coopération militaire aux niveaux tactique et opérationnel entre les États membres ou entre un État membre et des forces négatives contre tout autre État membre ; vérifier toute fourniture d'un soutien logistique en termes de munitions, d'armes, d'uniformes, de médicaments et de nourriture aux forces négatives ; et vérifier tout soutien à l'entraînement des forces négatives.

En tant qu'organe de la CIRGL, les rapports du MCVE sont envoyés au secrétariat exécutif de la CIRGL et au chef des forces de défense (CDF) de l'État membre qui préside la CIRGL, qui à son tour fait rapport au sous-comité des ministres de la défense.

En ce moment et en ce qui concerne le processus DDR/RR, le MCVE est considéré comme l'un des mécanismes les plus actifs de la CIRGL travaillant sur le rapatriement des ex-combattants (la première phase du processus DDR) entre les États membres du Burundi, du Rwanda, de l'Ouganda et du Sud Soudan et la RDC. En outre, dans le cadre de notre mission, nous enquêtons et évaluons également la situation humanitaire dans les camps de réfugiés et les camps de DDR.

Mais il y a des défis à relever dans les camps de DDR. Il s'agit notamment de : Le manque de détails ou d'informations sur les personnes dans les camps ; l'incapacité des États membres à rapatrier leurs propres personnes qui se trouvent dans les camps de DDR ; un certain nombre d'ex-



combattants dans les camps de DDR ne souhaitent pas retourner dans leur pays (d'origine) ; le(s) gouvernement(s) ne respecte(nt) pas les demandes et les accords des ex-combattants ; de nombreux cas signalés d'évasion et de disparition des camps (suivis par le regroupement de groupes armés/de forces négatives).

Nous rencontrons également des difficultés au sein des camps de DDR, telles que le manque de financement, les apatrides du DDR qui n'ont pas de nationalité exacte, le manque de bonne volonté politique de la part du gouvernement et des autres acteurs du programme de DDR, par exemple, ils ne souhaitent pas suivre cette question. La longue attente pour le DDR conduit certains ex-combattants à retourner dans les groupes armés/les forces négatives.

Discussions

Q: Vous avez mentionné que certains ex-combattants sont apatrides. Que faites-vous à ce sujet ? Avez-vous déjà rapatrié les ex-combattants ?

R : La question de « l'apatridie » est un sujet sérieux parmi les États membres. Elle est discutée après les opérations (militaires), et étant donné qu'elle est si préoccupante, elle a été discutée lors du dernier sommet à Brazzaville. La question est abordée par notre hiérarchie (supérieure) et notre siège.

Q: Certains des ex-combattants ne veulent pas retourner dans leur pays. Pourquoi ? Quelles raisons invoquent-ils ?

R : Le DDR n'est pas notre mandat, mais lorsque nous nous rendons sur place (dans les camps), nous évaluons la situation humanitaire et discutons avec certains de ces ex-combattants de leur situation. Nous les éloignons des acteurs - et ils disent qu'ils ont peur de rentrer chez eux par crainte d'être exécutés ou emprisonnés.

Q: Vous avez souligné le manque de volonté politique de certains acteurs. En tant qu'acteur en première ligne, que pensez-vous de cette attitude ?

R : Le DDR consiste pour les pays à assurer le suivi de leurs ex-combattants, mais sans citer de noms, nous avons vu des pays qui ne sont pas favorables à cette démarche. Les ex-combattants doivent donc chercher du travail ou quelque chose à faire en dehors des camps pour nourrir leurs familles. Certains de ces ex-combattants se plaignent d'avoir été maintenus trop longtemps dans les camps de DDR.

Q: Avez-vous déjà rapatrié les ex-combattants et quels ont été les défis ?

R : Le MCVE est le domaine de responsabilité des États membres. Les principaux acteurs de la question du rapatriement entre le Burundi et le Rwanda. En 2021/22, nous avons eu quatre missions, nous avons rapatrié des ex-combattants du Burundi au Rwanda et vice versa. De même,



nous avons des missions de rapatriement d'ex-combattants du Soudan du Sud vers la RDC, et entre l'Ouganda et le Rwanda.

Dans le processus de rapatriement, en tant que MCVE, nous communiquons avec les deux pays par l'intermédiaire des chefs des renseignements militaires. Il est facile de rapatrier - mais nous sommes confrontés à certains problèmes, car après avoir rapatrié les ex-combattants, nous ne sommes pas en mesure d'assurer le suivi (manque de mécanisme) de ce qui leur arrive dans leur pays d'origine. La question est abordée avec le chef d'état-major de l'État membre pour réfléchir à la manière dont l'EJVM ou la CIRGL assure le suivi des ex-combattants dans les camps de DDR et les pays d'origine.

Commentaire : Ambassadeur Mokodopo : Les ministres des affaires étrangères ont parlé du rapatriement et l'ont signé. Mais je pense que nous n'avons pas de directeur des programmes pour les questions transversales, et le rapatriement étant une question humanitaire, il n'y a pas non plus de directeur pour donner des directives en matière de paix et de sécurité afin d'accélérer la déclaration des ministres. Je recommande que nous ne puissions pas rapatrier (surtout les ex-combattants) si nous ne sommes pas prêts.

2.2. Cyriaque Ntirandekura, OIM RDC

Je m'appelle Cyriaque, je suis le directeur du nouveau département en charge de la Transition, Stabilisation, à l'OIM à Kinshasa. Mon département très actif est en charge du DDR et de la réforme du secteur de la sécurité dans le cadre de la transition de la MONUSCO vers d'autres foyers.

Je souhaite partager mon expérience sur deux points principaux : le processus de paix au Burundi et la réforme du secteur de la sécurité entreprise parallèlement à l'intégration des ex-combattants dans le secteur de la sécurité. Pendant toute la période du processus de paix au Burundi, des progrès ont été réalisés avec la signature de l'Accord d'Arusha pour la paix et la réconciliation visant à mettre fin à la guerre et à mettre en place le processus de paix.



Cyriaque Ntirandekura

L'un des points saillants de l'accord de paix est qu'il s'agit d'un accord de paix global pour le cessez-le-feu comme l'accord dit de Guinée équatoriale. Il visait à garantir une réforme des forces armées pour créer une nouvelle force armée, une nouvelle police et un nouveau service de renseignement. On m'a confié le rôle de secrétaire exécutif du Comité pour la mise en œuvre de l'accord de paix/cesse-feu, avec la responsabilité de diriger le processus.

Il n'a pas été facile de diriger le processus. Nous avons les anciens militaires qui combattaient les ex-combattants, et nous assistions à la création d'une nouvelle force de 27 000 hommes, alors que nous avions une armée de 57 000 hommes. Réduire ce nombre n'était pas une tâche facile.

Nous avons eu des discussions autour de l'accord de paix intégré et ce n'était pas facile. Nous ne faisons pas de progrès. Grâce à ce nouvel outil, le pays s'est remis sur les rails. Nous avons créé une nouvelle structure pour l'armée (avec un major à sa tête). C'était une énorme responsabilité. Nous avons ensuite demandé à d'autres personnes de faire partie de leurs services respectifs. Au bout du compte, nous avons créé de nouveaux grades et de nouveaux postes. Il ne restait plus qu'à formaliser les grades et les responsabilités d'attribution et aussi à mettre en place une stratégie pour remonter le moral des troupes. Nous avons fait de grandes réformes ou une justice militaire efficace, ce qui était nécessaire.

Discussions



Q: Je suis heureux des réformes entreprises au Burundi et je souhaiterais que ce qui a été fait avec l'accord d'Arusha et l'accord de Guinée équatoriale soit renforcé en tant que partage d'expérience.

R: L'aspect genre a été pris en compte dans les réformes militaires - par exemple dans les uniformes, lors du recrutement (il y avait une représentation féminine), etc. Nous avons fait la même chose en Guinée. Le genre a été intégré dans tous les aspects.

Q: Comment avez-vous réussi les réformes de l'armée au Burundi - en prenant à la fois les rebelles et l'armée régulière et en intégrant les groupes et en les formant ensemble ? Et dans l'équilibre des genres aussi ?

R: Je ne parle peut-être pas beaucoup des chiffres, mais dans l'armée burundaise, les quotas pour les hommes et les femmes sont respectés. Par exemple, dans la force de maintien de la paix, vous pouvez voir des représentants féminins. L'aspect genre est respecté.

En ce qui concerne les facteurs responsables du succès, et ayant l'expérience de travailler au/avec le Mali, la RCA et actuellement avec les FDLR, je peux attester que les facteurs incluent également l'intégration du genre. Un des facteurs associés à l'échec est lorsqu'un combattant qui rejoint l'armée ou la police n'est pas prêt à être dissocié de son groupe armé et de son commandant et ne pense pas au nouvel uniforme qu'il porte.

L'échec peut également être attribué au fait qu'au cours du processus de démobilisation, le combattant est réintégré dans la vie civile, mais que la classe politique continue de l'utiliser comme milice pour faire avancer son programme (politique). L'environnement joue également un rôle pour les combattants - s'il n'offre pas une opportunité socio-économique favorable aux combattants, cela peut conduire à l'échec du processus (de démobilisation).

En RDC, la bonne chose est qu'il y a un PDDRS qui se concentre sur l'intégration communautaire qui offrira également des opportunités aux jeunes. Un autre facteur (positif) est la paix divisée. Chaque fois qu'il y a des combattants démobilisés, il est conseillé qu'ils aient une vie meilleure que celle dont ils bénéficiaient auparavant pendant la période de lutte armée active.

Burundi, participent désormais à des opérations de maintien de la paix. En outre, il est également important de créer une armée qui pourrait également participer et contribuer à la paix.

2.3. Rose Kahambu Tuombeane, RDC

[Rose Kahambu est originaire de la RDC et basée à Butembo. Elle est une activiste qui travaille dans le domaine de la paix et des droits de l'homme au Nord Kivu et en Ituri. Son organisation travaille avec les femmes dans la gouvernance, à Butembo. Auparavant, elle a travaillé en tant que journaliste et spécialiste de la communication sur la crise et les questions politiques en RD Congo.]

Je vais présenter mon expérience en tant que journaliste et militante des droits de l'homme. En tant que journaliste, j'ai travaillé sur des enquêtes concernant le DDR [en 2006] et je vais vous en parler.

Au cours de mon enquête, j'ai découvert que le DDR a été appliqué et réussi en partie parce que tous les ex-combattants ont reçu le kit de réinstallation mais qu'ils n'ont pas pu changer leur comportement. Et à cause de cela et du manque de professionnalisme en la matière, le DDR n'a pas pu avoir l'impact prévu par l'objectif. En effet, les fonds alloués au programme n'ont pas permis d'atteindre l'objectif - car les ex-combattants ont vendu tout ce qu'ils avaient reçu.

Je recommande qu'avant la distribution des kits, tous les ex-combattants se rendent

dans un centre afin d'apaiser leurs craintes et leurs attentes et de les informer de la réalité et des faits concernant le processus de réintégration. Cette responsabilisation les préparera de manière adéquate et les aidera à changer de comportement. Ils devraient recevoir des conseils éducatifs pour devenir de bons citoyens et changer de mentalité.

Deuxièmement, il est apparu que les familles des ex-combattants n'étaient pas impliquées dans le processus de réintégration. Par conséquent, les combattants étaient stigmatisés par la communauté, par exemple, chaque fois qu'il y avait des crimes tels que des vols dans la communauté, ils en étaient accusés. Les fonds alloués au processus ont été détournés car les personnes travaillant sur le programme ont refusé que les familles et les personnes à charge des (ex-combattants) reçoivent de l'argent et le kit. En effet, il y avait un manque d'engagement et de communication avec la communauté, car toutes les communications ne visaient que les groupes armés.

Rose Kahambu Tuombeane





Le système de suivi était également très faible. Il est proposé ou suggéré qu'il y ait un effort délibéré de communication ciblant la communauté pour obtenir des informations (sur le processus) afin de s'assurer qu'elle adhère au processus et le soutienne.

En tant que militants des droits de l'homme, nous travaillons dans quatre domaines : L'éducation à la paix ; le plaidoyer ; la médiation ; et le travail avec les évadés pour leur autonomie et la stabilisation de la communauté.

Dans le cadre de l'éducation à la paix, nous abordons la prévention et la sensibilisation des groupes armés. Nous utilisons les médias et les activités de terrain pour aborder la composante prévention. La plus grande action de terrain que nous avons menée s'appelle SURSECO (ce qui signifie surveillance de la sécurité au niveau de la communauté). Cette activité de sensibilisation a été menée à Butembo pour s'assurer que la communauté était pleinement engagée dans la surveillance de la sécurité et pour dénoncer toutes les activités compromettant leur sécurité. L'activité de sensibilisation visait à repérer les combattants Mai-Mai dans la communauté qui possédaient également des armes ;

L'autre composante en matière d'éducation cible les groupes armés (mais) qui posent des conditions pour se rendre. Pour assurer la durabilité de nos actions, nous avons créé des réseaux de jeunes dans les communautés. L'organisation mène également quelques négociations avec les groupes armés qui ont réussi dans la zone cible. Ils prétendent combattre l'armée qui, selon eux, est désormais infiltrée par des combattants étrangers. Ils ne peuvent donc pas discerner que les combattants étrangers sont repartis.

Pour les victimes de massacres et d'enlèvements qui se sont échappées, nous prenons également soin d'elles en leur donnant des activités génératrices de revenus qui peuvent les aider à s'intégrer dans leurs communautés. Actuellement, nous avons 46 victimes d'exploitation sexuelle des ADF, dont des femmes mineures. Elles nous fournissent des informations qui nous aident à aligner (nos) messages en fonction des réalités du terrain. Nous organisons également des conférences d'expression populaire pour aider à répondre aux questions des fugitifs, même si nous rencontrons des difficultés pour traiter certaines questions qui dépassent nos moyens/portée.

Les fonds disponibles ne sont pas suffisants [pour la communauté locale] pour aider tous les évadés qui se présentent à notre porte. Notre légitimité nous aide également dans notre combat car, avec notre plaidoyer, nous devons mobiliser un certain soutien de la part des communautés locales. Nous fournissons également beaucoup à ceux qui en ont besoin afin qu'ils puissent comprendre quelles sont les attentes de la population.

Discussions:

Q: En tant que bénévole et militant des droits de l'homme, faites-vous l'objet de menaces de sécurité dans le cadre de votre travail ?



R : Oui, nous sommes menacés, surtout par les institutions gouvernementales. Donc, actuellement, nous avons choisi de collaborer avec les institutions gouvernementales et les communautés, ce qui les aide (les institutions) à comprendre les attentes des communautés. Les institutions nous rendent la pareille et nous invitent chaque fois qu'elles organisent des activités au niveau communautaire. Notre professionnalisme nous aide à travailler avec ces institutions car tout ce que nous faisons, nous le faisons pour et avec la communauté.

Q: Quel mécanisme utilisez-vous, vous et votre équipe, pour prévenir tout risque de sécurité ?

R : Pour protéger notre personnel et la communauté, nous veillons à les former à la sécurité, en utilisant les connaissances acquises auprès des organisations internationales de protection. Les collaborations avec d'autres organisations communautaires nous aident à atténuer les problèmes de sécurité.

Q: Recevez-vous un retour du public/de l'auditoire lorsque vous faites des émissions de radio ?

Vous avez parlé du DDR qui n'a pas atteint son objectif. Comment avez-vous recueilli les commentaires d'évaluation du public ou de la communauté ?

R : C'est à partir de l'enquête ou de la recherche que nous avons menée en 2006 dans la communauté. Et là encore, après la mise en œuvre du DDR, les groupes armés ont resurgi. Nous avons les résultats de la recherche/de l'enquête et nous sommes prêts à les partager avec vous.

Q: Étant donné qu'elles sont basées sur la communauté, quel est le mécanisme de durabilité de ces programmes ?

R : la nature de la communauté de Butembo et son patriotisme ont contribué à la durabilité des interventions. Ils ont traversé plus de 20 ans de conflits et sont prêts à offrir des services susceptibles d'apporter volontairement la paix. Tout groupe qui se crée cède la place à un autre groupe, tous à la recherche de la paix.

Q: Les ex-combattants qui ont vendu leur kit représentent-ils un risque pour la sécurité de la communauté/population dans laquelle ils vivent ?

R : oui, ces combattants qui ont vendu leur kit sont devenus une menace pour la sécurité, car ce sont eux qui sont maintenant impliqués dans les pillages, entre autres crimes dans les villes, de jour comme de nuit.

Q: Quelle assistance avez-vous fournie, vous et votre équipe, aux victimes de violences sexuelles, par exemple une aide psychosociale ?

R : Ces victimes sont des victimes des atrocités des ADF - les enlèvements et les violations sexuelles dans les forêts. Quand elles reviennent, elles sont enceintes ou avec des enfants engendrés par les combattants. Mais nous avons aussi des synergies pour travailler avec d'autres organisations afin de répondre aux besoins psychosociaux des victimes à leur retour.



Pour Butembo, nous avons un mécanisme existant pour aborder la question de la violence sexuelle. Mais comme c'est le cas, la plupart des victimes sont des jeunes filles que les ADF ciblent pour le sexe. Le nombre de victimes augmente, et nous manquons de fonds pour répondre de manière adéquate à ces problèmes.

Q: Existe-t-il des synergies pour donner de la visibilité à ce que fait votre organisation ?

R : Pour accroître notre visibilité, nous travaillons également avec d'autres organisations qui mettent en œuvre des activités dans la région.

Q: Vous avez mentionné le soutien des organisations humanitaires (par exemple, les églises) aux ex-combattants. Quel est le rôle du gouvernement et du PDDRS dans cette fonction de soutien ?

R : L'activité humanitaire que nous avons menée visait les femmes victimes des ADF, car le gouvernement les considère comme des personnes déplacées, et non pas spécifiquement comme des victimes de la violence des ADF. Et c'est pour cette raison que nous nous mobilisons pour rechercher un soutien ou tout ce qui peut les aider. Cela inclut notre plaidoyer pour des exemptions de taxes comme cela se fait pour les personnes dans les activités économiques informelles.

2.4. Marie Chantal Ndayishimye, Burundi

[Marie Chantal est entre autres membre de FemWise-Africa. Elle a partagé son expérience sur le processus de paix et de sécurité au Burundi et le rôle que les femmes du pays ont joué et continuent de jouer dans ce processus.]



Marie Chantal Ndayishimye

L'expérience que je veux partager concerne le conflit au Burundi - le processus de négociation pour résoudre le conflit armé politique. M. Cyriaque a abordé la même chose, mais je vais l'aborder d'un point de vue féminin. Je vais examiner la cause profonde du conflit burundais : - la lutte pour le pouvoir des groupes hutus. Eux aussi voulaient accéder au pouvoir contre les Tutsis qui voulaient rester au pouvoir après avoir régné pendant 27 ans (1966-1993) dans une dictature militaire dominée par des officiers supérieurs tutsis. Le conflit politique entre les deux groupes ethniques a été déclenché par l'assassinat de Melchior Ndadaye - le président hutu démocratiquement élu en 1993. Cet assassinat a été suivi d'une guerre civile lorsque les citoyens se sont organisés en mouvements/groupes politiques armés.

Ces groupes comprenaient les FNL et les FDD, tous des partis politiques dirigés par des Hutus qui s'opposaient aux forces armées burundaises (FAB) dominées par les Tutsis. Tout au long du conflit, une médiation (pour la paix) a été menée par les défunts présidents tanzanien et sud-africain, Julius Nyerere et Nelson Mandela respectivement. Leur intervention a conduit à l'accord de paix d'Arusha en 2000, suivi d'un accord de cessez-le-feu en 2003 entre le gouvernement burundais et les FDD. Suite à la ratification de ces accords, un cadre juridique a été élaboré pour mettre en place de nouvelles institutions, à savoir l'exécutif, le législatif et le judiciaire.



Un autre accord de cessez-le-feu stipule qu'il doit y avoir un équilibre des pouvoirs entre les deux groupes ethniques, sur la base de quotas de 60% de Hutus et 40% de Tutsis pour les institutions et de 50-50 dans l'armée et la police.

Le pays se trouve maintenant à un niveau durable de paix et de sécurité ainsi que de développement. De nombreux problèmes politiques ont été résolus, y compris les conflits, même si nous (les femmes) continuons à revendiquer nos droits. Nous pensons donc que l'allocation de 30% n'est pas suffisante.

Le rôle que le DDR a joué, notamment dans la réintégration des ex-combattants au Burundi, n'a pas été un succès. En effet, après un à deux ans, il y a eu une révolte des ex-combattants à cause du manque de suivi et de la pauvreté qui ravageait leurs familles. Ils ont pris les armes et sont devenus des criminels, des voleurs et même des tueurs à gages. J'ai donc tiré la sonnette d'alarme sur l'échec du processus de réintégration.

Nous, les femmes du Burundi, avons joué un grand rôle en accompagnant tout le processus de négociations pour la paix et la réconciliation au Burundi. Les femmes membres du gouvernement, parlementaires, leaders d'associations, d'organisations, etc. ont joué un rôle déterminant dans le processus de réinstallation et de réinsertion socioprofessionnelle des ex-combattants quel que soit leur parti politique/orientation.

Les femmes ont également participé à l'élaboration des lois. Actuellement, elles s'efforcent d'aider les femmes ex-combattantes à s'installer à différents niveaux des institutions éducatives et à se protéger des effets néfastes de la guerre/du conflit. En outre, les femmes, individuellement et collectivement, ont contribué à la guérison complète des cicatrices des combattants.

Par exemple, nous avons soutenu les efforts de notre association avec l'appui d'un partenaire de formation (BLTP : Burundi Leadership Training Partners) pour sensibiliser les femmes à lutter pour une participation effective aux postes de décision et à la construction de la paix. Nous avons également été actifs dans la formation des femmes sur les processus électoraux par le biais de la sensibilisation des électeurs, en particulier au niveau de la base où les femmes ont à peine participé au vote, la majorité d'entre elles n'étant pas enregistrées pour la participation aux élections.

Dans l'ensemble, les femmes burundaises ont la volonté de contribuer à la paix et à la sécurité du pays. Et c'est à la volonté politique de tirer parti de leur capacité pour le bien du pays.

Discussions

Q: Votre rôle dans la paix et la construction de la nation est encourageant. Quel pourcentage de l'allocation pour les femmes dans les institutions publiques est adéquat ? Et les 130 % que vous jugez insuffisants, ont-ils été mis en œuvre dès le départ ?



R : Le quota de 30% pour les femmes n'a pas été mis en œuvre comme prévu. Il est même ancré dans la constitution, mais en réalité, il n'a pas été mis en œuvre. Nous avons eu des femmes à des postes de direction - gouverneurs, Assemblée nationale, institutions administratives. Mais à l'heure actuelle, le nombre de femmes est en baisse.

Q: Vous avez parlé de la mobilisation des femmes au Burundi, mais vous n'avez parlé que des communautés Hutu et Tutsi. Je sais que nous avons aussi les Twa dans le pays. A quel niveau les Twa ont-ils été impliqués ?

R : Les Twa n'ont pas été visibles dans la participation à la politique électorale. C'est la troisième tribu du pays, mais elle est restée en marge.

Commentaire : La loi au Burundi ne permet pas aux partis d'être tous Tutsi ou tous Hutu, elle encourage une structure de gouvernance inclusive.

La présentation a allégué une dictature tutsi de 27 ans. Je pense que ce n'est pas correct - au cours de cette période, nous avons connu plusieurs régimes et coups d'État dans lesquels les civils n'étaient pas impliqués. Par exemple, je suis un Tutsi et je n'ai jamais participé à la soi-disant dictature ; et je parle au nom de la majorité...

R : J'ai dit que les 27 années ont été dominées par le leadership militaire des Tutsis. Je n'ai pas généralisé en disant que ce sont tous les Tutsis qui ont participé à la dictature. Ce sont les hauts responsables militaires tutsis qui étaient responsables des coups d'État et de la mauvaise gouvernance. Je suis désolé si j'ai semblé généraliser.

Q: Concernant le rôle des femmes dans la paix et la sécurité, comment vous êtes-vous organisées en tant que femmes burundaises pour partager cette grande expérience que vous avez avec d'autres pays ? Par exemple, en étant impliquées dans de nombreux processus de paix réussis ? Et en ce qui concerne les structures, comment pourriez-vous travailler en étroite collaboration avec le secrétariat de la CIRGL et le bureau de l'envoyé spécial du PNUD pour aller au Soudan et partager la même chose avec les femmes de ce pays ?

R : Le mouvement des femmes a fait beaucoup, par exemple en se battant pour l'attribution d'un quota de 30% dans la Constitution au niveau national, au Sénat. Mais au niveau du gouvernement, la réalité est que ce quota est de 22%, tandis qu'au niveau des comtés/provinces, il est encore plus bas, à 20%, et encore plus bas au niveau de la gouvernance, comme dans les conseils d'administration. L'exigence d'action positive ne fonctionne pas bien et nous espérons que la situation changera à l'approche des élections de 2025. Nous allons intensifier notre plaidoyer pour une meilleure représentation des femmes. Nous voulons de la qualité et de la quantité, et non une situation où un sexe (les femmes) est marginalisé ou subjugué. Nous y parviendrons, non pas par la force du fusil, mais par la négociation.

2.5. Marie Josephe Kosse Songomali ; Réseau parlementaire africain, RCA

[Marie Josephe Kosse Songomali vient de la République centrafricaine et est la vice-présidente du Réseau des femmes parlementaires africaines et elle est la personne focale de l'association appelée SSS].

Je vais vous faire part de mon expérience au sein du gouvernement en tant que ministre de la culture. J'ai parlé au nom du gouvernement alors que nous traversions une crise provoquée par des arriérés de salaire accumulés après que le gouvernement ait choisi de payer la dette du FMI. Mécontents, les syndicats ont déclenché une grève qui a duré deux mois. Nous étions en négociation avec les syndicats pour que les travailleurs reprennent le travail. Bien que nous ayons réussi à payer une partie des arriérés de salaires, le gouvernement a signé d'autres accords de financement avec le FMI et la Banque mondiale, ce qui a aggravé la crise.



Marie Josephe Kosse Songomali

Mais ce n'était probablement pas la plus grande crise que la République centrafricaine ait connue. Nous avons eu des crises très importantes, notamment la dernière de 2013 qui dure encore - le conflit entre musulmans et chrétiens, qui dure depuis très longtemps.

Malgré ces conflits avec le syndicat et l'histoire de notre pays, nous avons vécu un conflit dû à un coup d'État. En tant que femmes, nous n'étions pas des actrices, mais des victimes dans cette lutte



vicieuse pour le pouvoir. Nous avons souffert pour l'intérêt des politiciens. La RCA a été obligée d'enterrer ses victimes. C'est pourquoi hier, j'ai fait remarquer que ceux qui sont sur le terrain prennent des risques et qu'il y a des violences contre les femmes et d'autres personnes.

Permettez-moi de vous faire part d'une autre expérience récente. Dans un accord avec les groupes rebelles, au moins 14 milices ont signé. À certains moments, il y avait des hostilités et à d'autres, une certaine intégration, l'armée suivait certaines conditions. Il y avait aussi un conflit qui faisait rage entre les communautés chrétiennes et musulmanes. Dans le cadre de ce conflit, les agriculteurs (principalement des chrétiens) se sont plaints des éleveurs et des milices musulmanes qui faisaient paître leur bétail dans les fermes et détruisaient leurs cultures.

Au cours des négociations de cet accord, nous avons fixé certaines normes et de nombreuses personnes ont été invitées, MAIS pas les femmes. Il n'y avait que des représentants du gouvernement et aucune femme impliquée dans la société civile. Nous avons décidé de protester et avons effectué des manifestations de rue.

Lorsque les hommes prennent les armes, ce n'est pas qu'ils se battent pour nous. Lorsque le conflit a éclaté, les femmes voulaient la paix et participer à la résolution de la paix. Nous avons fait des manifestations, nous avons aussi négocié pour que nous ayons des partis politiques. Les groupes armés ont représenté un défi pour le processus de paix, mais nous avons réussi à obtenir un accord. Nous avons eu des comités de paix locaux avec la participation des femmes. Ce sont donc certaines des choses qui ont été difficiles pour les femmes, car elles n'ont pas abouti. Comme l'accord n'a pas abouti, nous avons dit que nous, les femmes, voulions la paix.

Nous avons lancé un programme de sensibilisation jusqu'à ce que nous obtenions un accord. Nous sommes allées partout sur le territoire, juste pour prêcher la paix et ses valeurs en avertissant les combattants qu'ils devaient accepter les conditions de cet accord.

Je conclurai en disant qu'en RCA, nous avons une loi qui exige un quota minimum de 35 % pour chaque sexe. C'est une nécessité, surtout pour les femmes (sous-représentées) dans la prise de décision, que ce soit dans le secteur public ou privé. Mais nous sommes très loin d'atteindre ce quota créé par le gouvernement et le Parlement.

Discussions

[Aucune question soulevée]

2.6. Rickie-Nelly Ndagano, Rwanda

[Facilitateur : Rickie-Nelly Ndagano est une chercheuse et une praticienne de l'accès à la justice, de la justice de transition, de la justice informelle et de l'état de droit. Elle a des compétences en matière de questions électorales. Elle a une formation en communication et partagera avec nous ce qu'elle a appris en matière de gestion et de coordination de programmes].

Je vais me concentrer sur la RR du DDR et bien sûr une présentation qui fera un plaidoyer pour le Burundi. Nous verrons ce qu'il faut faire pour avoir l'acceptation de la communauté d'accueil lorsque nous devons réintégrer les ex-combattants ou les personnes rapatriées.

Je vais baser ma présentation sur ce que nous appelons la cohabitation pacifique. Lorsque nous parlons de cohabitation pacifique, nous avons l'impression que la cohésion sociale est réelle, mais nous voulons regarder plus loin que cela. Nous essayons simplement de vivre côte à côte avec beaucoup de suspicion. Donc ça ne ressemble à rien et on peut avoir des conflits et, dans ce contexte, la réintégration des ex-combattants ou des rapatriés, c'est en fait comme un facteur absolu et ça peut parfois être un catalyseur de conflits dans une communauté différente. C'est parce que la plupart des communautés ne sont pas prêtes à accepter ces ex-combattants. Comment pouvons-nous faire en sorte que la plupart des communautés acceptent que ces personnes retournent dans leurs communautés respectives ?



Rickie-Nelly Ndagano

Pour ce faire, permettez-moi de partager avec vous les quatre étapes. Il y a le transfert de compétences, l'apprentissage, la participation et la prise en charge psychosociale avec, bien sûr, le renforcement des capacités et l'éducation communautaire comme questions transversales. Toutes ces composantes que j'ai énoncées ne me viennent pas à l'esprit. Ils sont réellement mis en œuvre. Ce sont de véritables leçons au cours de la mise en œuvre de différents programmes ; mais au début, la logique derrière l'intervention.



Cela signifie que tout ce qui concerne les programmes de développement se trouve en haut de l'organigramme du programme. Une approche communautaire ou une approche basée sur la communauté, (est) ce que nous appelons parfois une approche ascendante. Dans ce cas particulier, ce que nous faisons en fait est une approche descendante, donc vous pouvez avoir une approche ascendante.

Nous devons recueillir les avis de la communauté, des structures communautaires, des organisations locales et, bien sûr, intégrer les idées dans la programmation. Cela permet également une participation qui va au-delà de l'apprentissage un par un. Nous parlons des observations, des recommandations et des opinions de la communauté qui doivent être intégrées dans la programmation. Les communautés devraient également être tenues responsables par les ONG.

Cette participation est en effet liée à ce que nous appelons la décolonisation des connaissances, et aussi à la manière de valoriser les connaissances locales afin que la communauté hôte puisse partager son expertise avec les organisations locales. Cela signifie que la plupart des communautés sont toujours prêtes à recevoir de nouvelles compétences et d'autres choses qu'elles ne connaissaient pas.

Cela peut en effet influencer leurs processus de pensée ainsi que leur attitude. Cette participation permet d'accepter les programmes irréalisables et aussi les réalisations, car ils ont l'impression que ce sont leurs idées qui sont mises en œuvre. Lorsque nous avons mis en place ces quatre composantes, cela signifie que nous avons la confiance et c'est grâce à cette confiance que nous avons des relations égales entre toutes les parties prenantes du programme. Cela nous permet en effet de commencer à négocier et à parler de sujets sensibles comme la réintégration et la réinsertion.

Dans le problème que j'ai géré, nous avons examiné les événements passés en essayant de rechercher la vérité. Eh bien, en termes de défis, tout ce qui est fait au niveau communautaire, comme tous les résultats positifs au niveau communautaire ne se retrouvent pas (toujours) à un niveau élevé, surtout les programmes qui sont développés au niveau national. Lorsqu'ils vont dans les communautés, ils essaient de détruire ce qui a déjà été développé ou réalisé par les communautés. Cela suscite une sorte de rejet de la part de la communauté. Cependant, pour essayer de contourner le défi, nous continuons.

Le travail de plaidoyer est très important car il doit être basé sur des preuves, que ce soit au Burundi ou peut-être au niveau international ou peut-être à travers différents programmes que nous devons entreprendre avec les médias.

Discussions

Q: Vous avez parlé de l'intervention de la communauté internationale. Qu'attendez-vous de la communauté hôte ?

R : La communauté d'accueil est celle qui reçoit les personnes rapatriées et les ex-combattants.



Q: Ma question concerne la communauté et le projet - leur implication réelle et perçue dans la conception ou la mise en œuvre du projet. Comment s'en assurer ? Et quelle est la place de l'État dans tout cela ?

R : Le défi que nous rencontrons réside dans les mécanismes de dispositions pour les communautés qui sont développés au niveau national. Et ici, nous parlons de l'approche ascendante. Je pense que cela fait partie du défi.

L'autre chose concernant cette stratégie d'approche communautaire, c'est qu'elle varie selon les pays. Parfois, le gouvernement a retardé l'exécution de ses obligations. Mais vous constatez que les communautés sont effectivement touchées par l'impact de la guerre. Je pense donc que les communautés doivent trouver des moyens de survivre, des moyens de vivre ensemble, même si au niveau national, aucune solution n'est prévue.

Et lorsque le niveau national sera prêt, il trouvera des communautés qui sont déjà prêtes. Les approches communautaires sont donc très importantes. Les élites ne sont pas seulement les gouvernements, elles ne sont pas seulement les partis politiques, elles se manifestent aussi dans les organisations locales. Nous constatons que ces organisations locales ne sont pas toujours fortes, mais elles représentent la voix des communautés.

C'est pourquoi les ONG passent par les organisations locales. C'est une façon de renforcer les OSC et aussi les médias. Nous travaillons tout de même avec l'administration locale et cela fait partie intégrante des leçons apprises au Burundi. Nous ne pouvons rien faire sans l'administration locale - elle doit participer activement, sachant que la participation consiste à prendre en compte les opinions et les commentaires de ces communautés.

Pour mettre en œuvre un programme, il faut maîtriser la note ou le cadre conceptuel, le cadre politique ou connaître les composantes que vous devez mettre en œuvre. Même dans les négociations, nous devons rassembler tous les aspects et tous les concepts nécessaires. Et dans les relations avec les donateurs, nous devons être flexibles pour nous adapter aux besoins de la communauté.

Il suffit de dire que nous devons ajouter des indicateurs ascendants et veiller à ce que les communautés impliquées définissent ce que nous entendons par paix et passent également de la théorie aux actions concrètes.

2.7. Josephine Malimukono

[Facilitateur : Madame Joséphine Malimukono est une militante des droits de l'homme en RDC depuis 20 ans et également pour la Fondation de la Ligue du Congo. Elle a travaillé sur la résolution 1325 de l'ONU. Elle a soutenu les victimes et les survivants des combats au Kivu et en Ituri. Elle est membre de différentes organisations dans la région et médiatrice au sein de la RGL].

Nous travaillons au Sud-Kivu et au Nord-Kivu avec nos bureaux en Ituri et aussi au Tanganyika pour la lutte pour la solidarité congolaise. Nous travaillons dans des conditions très hostiles avec de multiples groupes armés qui sont passés de sept groupes en 1996 à plus de 200 dans la région aujourd'hui. Il y a toujours des conflits sur nos lieux de travail et l'impunité est partout. Il y a de multiples partis politiques et parfois chaque parti politique a son propre groupe armé.

Le contexte est très incertain, parfois vous pouvez sentir qu'il y a un manque de volonté politique pour promouvoir la paix pour ceux qui gèrent la participation des milices et des groupes armés. Comme vous le voyez tout le temps, il y a parfois beaucoup de faiblesses dans la gestion du DDR et des personnes à charge parce que nous, hommes et enfants, sommes dépendants et associés à des groupes armés. Il y a beaucoup de violence sexuelle envers les femmes. Nous nous concentrons toujours sur les programmes qui soutiennent les victimes de violences sexuelles et les victimes de conflits ; je vous présente en tant qu'activiste.



Josephine Malimukono

Beaucoup de gens ont parlé d'activisme, mais nous parlons de documentation parce que vous ne pouvez pas faire de plaidoyer avec la médiation sans comprendre le contexte. Nous recueillons les histoires des victimes et des survivants du conflit et nous faisons un plaidoyer qui nous aide à lancer des alertes à tous les niveaux. Nous travaillons avec ces groupes armés et participons au



rapatriement des réfugiés à Rutshuru et Masisi. Nous offrons également des services de vulgarisation de la résolution 1325, nous travaillons avec d'autres réseaux de femmes et nous organisons des protestations et des manifestations.

Nous analysons aussi les accords, car s'il y a des groupes armés, c'est à cause des personnes qui se sont réunies, et qui resteront sans tenir leurs engagements. Nous avons deux maisons de transit et 19 maisons d'écoute, entre autres, pour les victimes de conflits et de violences sexuelles.

Ma deuxième expérience est un programme que j'ai dirigé pendant une dizaine d'années en faveur des victimes par le biais d'une organisation basée à la Cour pénale internationale, c'est-à-dire le Women's Program for Gender Justice. L'objectif principal était d'identifier les victimes en vue de leur réhabilitation. Nous soutenons également les victimes, en les écoutant et en leur assurant un soutien psychosocial, des soins de santé et une santé mentale. Nous les aidons également à identifier et à dénoncer les crimes internationaux et nous les amenons à se réadapter. Ce travail a été effectué à l'époque de Bosco Ntaganda et de Thomas Lubanga. C'était une période très difficile, mais nous avons travaillé en partenariat avec des associations de femmes.

Nous devons cartographier les groupes armés et la crise, ainsi que les crimes qu'ils commettaient. Nous avons pris des vidéos, nous avons participé aux procédures devant les tribunaux, et nous avons participé aux procès de Thomas Lubanga et de Bosco Ntaganda.

Le travail qui reste à accomplir est l'assistance aux victimes et à leurs familles, aux communautés de victimes, et l'instauration d'une paix durable et du bien-être des victimes et des survivants. Le défi est qu'il n'y a pas eu d'implication du gouvernement alors que les victimes avaient demandé au gouvernement d'allouer au moins 2% du budget. Les autres pays pourraient également contribuer, mais le gouvernement n'apporte pas son soutien, ce qui a affaibli le programme.

Nous avons des programmes mais sans impact, car le gouvernement n'a pas alloué de fonds pour leur soutien. Il y a également des hostilités permanentes au Nord-Kivu et en Ituri. Il n'y a aucun respect pour les accords (de paix) et le travail des médiateurs de paix - ils se retrouvent souvent à travailler dans un environnement hostile. Il y a des difficultés concernant ce programme, mais c'est un programme où je suis toujours très ambitieux car la justice permettra aux victimes de se réconcilier entre elles. Mais la justice ne progresse pas, d'autres l'expliqueront.

Discussions

Q: Vous avez parlé du non-respect des accords. Pensez-vous que le DDR est un programme durable ou efficace si tel est le scénario ? Et peut-être pouvez-vous également parler des mesures à prendre pour briser le cycle de la violence ?

R : En ce qui concerne les difficultés à croire au DDR, il est nécessaire d'apporter un soutien, notamment en matière de santé mentale, pour comprendre comment cela se passe lorsqu'il s'agit

de DDR. Les 277 groupes armés sont créés par des leaders de Kinshasa dans la région. Je ne sais pas ; nous devons éliminer tout cela.

Avec les conflits, comment les jeunes vont-ils comprendre quand ceux qui ont signé l'accord de paix sont morts depuis longtemps ? Comment expliquez-vous aux jeunes nés à Masisi qu'on attend d'eux qu'ils se démobilisent ? Cela n'a pas beaucoup de logique. Je ne crois pas du tout au DDR.

Q: Nous avons entendu parler des conflits qui ont duré environ 27 ans dans la zone de Butembo, tous ces conflits qui ont permis la collision des groupes armés.

R : Il y a un problème lié au temps. Eh bien, j'ai commencé en 1993 jusqu'à aujourd'hui, cela fait environ 29 ans. La situation à l'Ouest et à l'Est a vraiment pris beaucoup de temps.

2.8. Basra Ali, Kenya

[Mme Basra a fait un petit exercice dans lequel elle a chuchoté un message à un participant qui devait le dire au suivant et ainsi de suite jusqu'à ce que le dernier participant dans la salle reçoive le message « chuchoté »].



Basra Ali

Après avoir réalisé un exercice de groupe, elle a exprimé que nous nous sommes rendu compte que le message a changé le contexte. Le message original était différent du dernier. Plus la communication passe par plusieurs canaux, plus le sens change. Ainsi, en tant qu'organisation de la société civile, la question de la communication est une chose et, deuxièmement, il s'agit de transmettre cette information à la bonne personne de la bonne manière. Donc, puisque nous parlons de médiation, nous parlons de communication et d'avoir la bonne information. Cela se fait dans le cadre de nos cultures (différentes), de notre communication et de nos

compétences interpersonnelles.



Je m'appelle Basra Ali et je suis l'un des membres du conseil d'administration de l'Africa Borderland Centre du PNUD. Nous avons des représentants de différentes parties et des partenaires de différents gouvernements comme le Japon, la Suède et le Canada, dont certains sont représentés dans ce conseil. Je siége à ce conseil et je mène actuellement un petit projet sur la réaffirmation de la voix des femmes dans les zones frontalières.

Nous avons parlé des femmes en général, des femmes dans les programmes communautaires, mais nous voulons spécifiquement dans ce projet particulier, chercher à amplifier la voix parce que les femmes dans les régions frontalières, dans certains de ces endroits vulnérables peuvent faire beaucoup de travail. Elles peuvent s'occuper des enfants qui sont tombés, elles peuvent s'occuper des hommes qui sont malades pendant les combats. Elles peuvent faire du commerce, elles peuvent faire tout cela. Mais comment la voix de ces femmes est-elle entendue ? Comment puis-je entendre l'expérience des personnes vivant en RDC dans cette salle aujourd'hui et me sentir réellement partie prenante de ce qui se passe sur le terrain ? Il s'agit d'amplifier la voix du bon travail que font les femmes sans pour autant répéter ou reproduire le travail que font ces mêmes femmes. Il s'agit donc d'un programme pilote au Kenya et nous voulons voir comment il peut être amplifié dans le contexte africain...

La mission principale de ce travail ou la vision principale est de s'assurer que nous avons une communication verticale et horizontale et des canaux de réseau parmi les réseaux de femmes aux frontières. L'objectif principal est de s'assurer que nous soutenons davantage de femmes en termes de partage d'informations, de réseaux, de programmes de communication et d'échange verticaux et horizontaux, de sorte que, quoi qu'il se passe en RDC, les femmes du Kenya puissent également savoir ce qui se passe dans cette région frontalière. Il faut également amplifier la voix de ces femmes.

Ce sont également les femmes qui font une grande partie de ce commerce transfrontalier et les questions de sécurité et de relations personnelles sont très importantes pour elles. Il s'agit donc d'examiner ces programmes de soutien et de voir dans quel type d'entreprises ou de petites opportunités ces femmes prennent part et comment elles peuvent être amplifiées.

Il s'agit de s'assurer que ces femmes peuvent parler de leurs produits et, si possible, de s'assurer que les gouvernements et d'autres acteurs majeurs comme l'ONU et d'autres peuvent intervenir et apporter leur soutien à ces femmes. Un autre point de vue de l'examen de la discussion est de regarder quels sont les produits, quelles sont les politiques qui doivent être amplifiées ? Quelles sont les idées d'innovation, et quels sont les groupes d'affaires pour les femmes et les jeunes ? Quelles sont les idées qu'ils partagent dans ces domaines ? Quels sont les liens qu'ils entretiennent avec leurs gouvernements, les organes des Nations unies et les grandes organisations telles que l'IGAD et l'Union européenne ? Leurs voix sont-elles entendues, et comment pouvons-nous avoir cet échange ? Il ne s'agit pas seulement d'examiner le flux vertical d'informations vers ces groupes de femmes, mais aussi certains des réseaux de groupes de femmes, les idées qui en émanent et la



manière dont elles se répercutent sur les entités suivantes. Ce sont là quelques-uns des partenariats à valeur ajoutée que ces femmes peuvent apporter.

Certaines de ces zones frontalières sont généralement laissées de côté - il n'y a pas de routes, pas d'infrastructures, pas d'installations d'eau, pas de canaux solaires appropriés, pas de bonne gouvernance, ce qui fait que les femmes ont peur de parler de certains problèmes. Comment pouvons-nous nous concentrer sur certains de ces individus du dernier kilomètre et offrir un renforcement des capacités, une formation et avoir un objectif qui se concentre sur eux afin que nous ne disions pas que l'IGAD et l'UE qui sont ici, le groupe de contact devrait faire le travail, non ! Que peuvent fournir les femmes de ce groupe du dernier kilomètre ?

Les éléments clés des grands investissements sont la prochaine question. Nous pouvons parler aux grandes organisations pour qu'elles examinent les investissements dans les zones transfrontalières, et s'occupent de la sécurité, des infrastructures et de l'accès aux téléphones portables, à l'eau et aux installations sanitaires. Cela contribuera à apporter de la dignité dans la vie des personnes qui vivent dans les zones frontalières afin de freiner les déplacements de personnes vers des endroits où elles savent qu'il y a des installations gouvernementales. Les gens peuvent se sentir à l'aise dans leurs zones frontalières, s'exprimer ensemble et tracer une voie à suivre. Ils peuvent planifier les dix prochaines années et dresser la liste des développements qu'ils souhaitent, comme des écoles et des hôpitaux. Cela permettra de minimiser certaines des négociations qui ont lieu à un niveau élevé.

Et maintenant, le plan stratégique : Une fois que ces groupes de femmes ont amplifié leur voix et qu'elles peuvent se parler, par exemple dans les situations où nous avons le groupe de contact qui obtient des informations de ces femmes, elles peuvent planifier, disons pour les 10 prochaines années. Elles peuvent dire qu'elles aimeraient s'engager dans un autre type d'agriculture dans les années à venir. Cela donne la voix de l'espoir avec une valeur ajoutée.

Ce sont des partenariats qui apportent une valeur ajoutée. Ils peuvent dire par exemple que, même si les groupes travaillent à un niveau plus élevé, ils aimeraient avoir une organisation de la société civile dans une région comme la RDC. Au Kivu par exemple, ils peuvent indiquer qu'ils aimeraient qu'une certaine organisation prenne la direction des opérations. D'autres OSC peuvent apporter leur soutien en s'occupant de l'eau et d'autres besoins, mais en fin de compte, il y aura une OSC qui sera la voix de la raison, agissant en tant qu'organisation principale. Le reste des organisations apportera ainsi son soutien.

C'était ma présentation, je voulais que nous examinions comment nous pouvons donner de l'espoir tout en ayant quelque chose de tangible. Les communautés ne diront pas que ce sont des OSC qui parlent et s'en vont.

Discussions



Q: Ce qu'a dit Madame Basra m'intéresse. Comment se fait-il que, lorsque les femmes manifestent dans le pays, il y ait un fossé entre les jeunes femmes et les femmes âgées lorsqu'elles communiquent ? Je voudrais savoir comment nous pouvons réfléchir à ces femmes et les rassembler.

Nous avons fait une analyse et nous avons réussi à créer un espace universel où les femmes âgées des institutions politiques, économiques et sociales se réunissent pour partager leurs expériences avec d'autres femmes, écouter leurs expériences et aussi organiser des élections. Depuis le début de l'année, nous avons travaillé avec des organisations de la société civile, notamment au Nord-Kivu, nous avons maintenant une communauté de 212 femmes qui se sont inscrites au programme. Cela signifie qu'aujourd'hui nous avons beaucoup de volontaires, même des camps de réfugiés en RDC. Tous ces volontaires viennent dans l'espace que nous avons créé. Cela devient un espace d'action et de mise en œuvre d'une orientation pratique pour apprécier leur contribution. Essayez d'aller jusqu'au bout pour que ce ne soit pas seulement une idée mais que cela produise des actions crédibles et concrètes. Ce sont ces actions qui auront un impact sur la vie des gens et de la communauté.

En outre, avez-vous essayé de travailler avec la société civile dans des régions telles que la RDC ? Le lien devrait être de cibler les OSC et d'essayer de travailler avec elles.

Réponse (Participant) : L'initiative (Borderlands) crée un espoir pour l'avenir et le soutien des femmes. Pour répondre, lorsque vous êtes une femme, il ne s'agit pas d'une grande ou d'une petite femme, ce sont toutes des femmes. Nous travaillons dans les mêmes circonstances avec les mêmes difficultés et ce ne sont pas les femmes âgées qui souffrent le plus.

Participant : C'est une approche à plusieurs volets, une approche de base mais aussi transfrontalière qui est très riche et bonne parce que vous avez l'opportunité d'apprendre de différents pays mais vous avez une approche de base qui traite les femmes à la base. Nous essayons de faire basculer le processus d'engagement du haut vers le bas et du bas vers le haut. Il y a beaucoup de choses que je peux apprendre de votre présentation.

Basra Ali : Comme on le dit souvent, « nous sommes l'Afrique et l'Afrique est notre affaire ». Nous sommes restés assis sur la barrière pendant si longtemps en attendant que quelqu'un vienne résoudre notre problème, mais il est maintenant temps pour nous de donner une direction au reste de l'Afrique et cela commence par notre communication. Si nous sommes positifs sur la communication que nous envoyons à notre peuple et sur ce que nous voulons voir la prochaine génération faire face.

Au cours de nos discussions, nous avons vu certains des travaux réalisés par des femmes de la République centrafricaine et du Nigeria. Lorsque vous passez en revue les forums internationaux, vous constatez que les femmes africaines dominent dans certains des postes de direction. Alors, pourquoi ne pouvons-nous pas ramener ces solutions chez nous et nous positionner correctement ? Nous disposons de tous les réseaux. Pouvons-nous les amplifier, si une communauté du Kivu



voit qu'une approche positive est utilisée par l'une des OSC, elle la copiera ? Utilisez les réseaux et utilisez les connaissances. Je tiens à vous remercier tous. C'est le début du processus.

Faisons du bon travail et amplifions la voix des femmes pour qu'elles soient entendues. Si le financement est un défi majeur pour notre travail, unissons nos efforts et collectons des fonds en tant que réseau.

2.9. Héritier Mumbere, RDC

[M. Mumbere est le directeur exécutif de JAMAA Grands Lacs, l'une des organisations qui mettent en œuvre le projet Bilalo Byetu pour soutenir la réintégration communautaire des ex-combattants dans l'est de la RDC/la province du Nord-Kivu. Pour présenter le travail de son organisation, il a projeté une vidéo sur YouTube <https://www.youtube.com/watch?v=nEJTGvrPaZc>]

Au cours de mes sept années de travail, j'ai appris beaucoup de choses et ce sont ces quelques leçons que je vais partager avec vous, en espérant qu'elles vous inspireront pour les activités que vous menez dans la sous-région.

Il y a quelques jours, je suis arrivé de Kitchanga, dans le territoire de Masisi, dans la province du Nord-Kivu, qui est l'une des zones confrontées à un niveau élevé de tension due au conflit armé. C'est dans la région de Masisi, qui borde Rutshuru où sévit le M23. Cette zone est caractérisée par des tensions intercommunautaires et des conflits armés permanents depuis plus de deux décennies.



Heritier Mumbere

Nous avons réussi à réunir une trentaine d'ex-combattants, des leaders communautaires, des autorités politiques et administratives, des acteurs de la société civile, des chefs traditionnels, des leaders d'églises et des femmes victimes de violences sexuelles pour discuter des défis de la réduction des violences, de la réintégration des ex-combattants et de la consolidation de la paix dans cette zone. Après un moment d'échange intense, l'un des anciens chefs rebelles, devenu un membre éminent de la communauté, s'est approché de moi et m'a murmuré à l'oreille : « C'est bien de travailler comme vous le faites, mais ne commettez jamais l'erreur que d'autres ont faite de croire que

la paix ne peut être construite qu'avec les victimes (ceux qui ont subi la violence), tout en omettant les auteurs (ceux qui ont commis la violence). Nous avons besoin de la vérité sur les causes des conflits, sur qui a fait quoi, et de la réconciliation communautaire entre ces deux groupes si nous voulons avoir un espoir de paix véritable et authentique. Sans cela, tout le reste n'est qu'illusion ».

La cause des conflits dans cette zone est liée au fait qu'une partie de la population est composée d'éleveurs et l'autre partie d'agriculteurs. Les conflits surviennent souvent lorsque les agriculteurs (principalement les Hunde et les Hutu) se plaignent que les éleveurs pâturent leurs champs, et qu'ils veulent s'approprier les terres pour faire paître leur bétail. Les éleveurs (surtout les Tutsis) se plaignent que les agriculteurs tuent leur bétail. Par conséquent, il y a des affrontements constants qui conduisent souvent à des conflits entre ces communautés. Et à chaque fois que des conflits éclatent, des groupes d'autodéfense armés ou des milices se battent contre l'autre groupe ethnique ; sans compter les problèmes d'identité, de terres et de pouvoir qui y sont associés.

La plupart des projets de soutien à la consolidation de la paix dans cette région se sont souvent limités à des aspects superficiels, sans aller au fond des causes qui contribuent à créer, maintenir et alimenter continuellement le conflit armé dans la partie orientale de la République démocratique du Congo. Le processus de Désarmement, Démobilisation et Réintégration (DDR-RR) se situe

également souvent dans cette perspective d'action de désarmement et de démobilisation, sans une analyse préalable des raisons qui contribuent à les pousser dans les groupes armés et des stratégies efficaces qui peuvent contribuer à les en sortir tout en retrouvant une vie civile stable et fructueuse. En conséquence, les ex-combattants qui arrivent dans leurs communautés retrouvent les mêmes motivations qui les ont poussés à rejoindre les groupes armés. Et cela devient un facteur d'échec du maintien des ex-combattants dans leurs communautés le plus longtemps possible.

L'environnement devient ainsi un espace par excellence pour l'expression de la violence armée, où les jeunes rejoignent les groupes armés par souci de protéger leurs communautés ethniques respectives, et ceux qui quittent via le processus de DDR se retrouvent à revenir après un certain temps, étant donné les aspects suivants :

- La non-acceptation et la stigmatisation de ces ex-combattants au sein de leurs communautés d'accueil. Le fait d'être un ex-combattant dans la communauté entraîne la honte, l'insécurité et l'exclusion. Cela pousse certains à retrouver l'asile dans d'autres groupes armés ou à retourner dans l'ancien où ils étaient acteurs. Et ce, malgré le fait qu'ils soient passés par le processus classique de DDR ;
- Le manque d'espaces d'écoute, de réconciliation et de soutien psycho-social pour ces ex-combattants. La plupart de ces jeunes qui rejoignent les groupes armés en sortent avec beaucoup de traumatismes. Ils ont donc besoin d'espaces d'écoute et d'une assistance psychologique appropriée pour guérir leurs mémoires blessées.

Nous travaillons à l'ouverture de ces espaces où les membres de la communauté rencontrent les ex-combattants pour discuter des obstacles à leur réintégration dans la communauté et pour réfléchir ensemble aux moyens de les accepter socialement et de les réintégrer. Notre projet vise à œuvrer à la réconciliation au niveau communautaire en créant un environnement propice au dialogue, tout en impliquant toutes les couches sociales dans les efforts de réduction de la violence et de consolidation de la paix dans l'Est de la RDC.

Mais ce n'est souvent pas un travail facile. Il est dangereux et trop exigeant en termes d'approche méthodologique. Tout d'abord, l'environnement physique est très hostile. La violence est imprévisible. Le pire peut arriver à tout moment. Une fois, nous sommes venus de là et peu après, des gens ont été tués non loin de la zone où nous étions. À cela s'ajoute l'impraticabilité des routes.

À cela s'ajoutent les témoignages personnels des victimes de conflits, qui sont également traumatisants et avec lesquels nous sommes souvent en contact en tant que médiateurs et acteurs de paix. Il y a quelques jours, l'une de nos volontaires s'est effondrée dans le camp de réfugiés, car elle venait d'observer le cas d'un enfant qui avait perdu les membres de sa famille et souffrait de brûlures sur tout le corps ; les plaies étaient déjà en train de pourrir. Elle n'a pas pu le supporter et elle est morte. Quand je pense à moi, je me demande si je ne suis pas déjà inconsciemment touchée,



vu les moments horribles des guerres que nous vivons ces derniers temps dans l'Est du pays et qui nous obligent à être en permanence sur le terrain avec ceux qui souffrent. Malheureusement, nous ne sommes pas épargnés par cette souffrance, elle nous touche d'une manière ou d'une autre.

Discussions

Q: Nous avons environ 227 groupes armés, 10 groupes armés étrangers et les politiciens ont leurs propres milices armées. D'après vous ou de votre point de vue, que font les États d'Afrique centrale qui ont commencé leurs opérations en RDC ? A votre avis, vont-ils trouver une solution à ce niveau ?

Quel est le travail de toutes ces milices ? Sont-elles là pour protéger leur population, pour extraire des minéraux ou pour exploiter le bois ? Qu'est-ce qu'elles font là ?

Jean Claude Bahati Muhindo : Je comprends que le travail n'est pas facile, surtout dans le cadre de la prévention et des urgences, en relation avec les personnes déplacées. Par expérience, beaucoup de fonds ont été injectés dans la réintégration et la stabilisation, à Masisi. Il y a aussi une question autour de la gestion, des dialogues démocratiques qui ont été entrepris dans cette zone. Malheureusement, nous enregistrons toujours des cas d'insécurité et les groupes armés se développent de jour en jour.

Les ex-combattants ne sont pas forcément les acteurs des situations. Il y a des jeunes qui rejoignent maintenant les groupes armés, surtout sur la base de l'affiliation communautaire et politique. Je pose la question : qu'est-ce qui a été fait sur les processus d'instabilité sociale dans la région ? Le programme régional a-t-il essayé de changer la mentalité ou l'état d'esprit des ex-combattants ? Il devrait y avoir des systèmes de gestion psychologique car la communauté souffre. Avez-vous une innovation que vous avez apportée sur le terrain pour changer la situation ?

Je sais que les causes profondes de la crise sont que les gens ont parfois peur de parler de l'identité, de l'identité de la communauté, et aussi de la crise foncière. Qu'en pensez-vous ?

Q: Je crains que les besoins ne soient trop importants par rapport aux interventions. A mon avis, les actions qui sont apportées par l'intervention du projet sont encore jeunes. Que proposez-vous aux acteurs actifs après la mise en œuvre du projet ? Quelles sont les réponses minimales des victimes après la mise en œuvre du produit ?

Q: Vous avez dit que les ex-combattants ont parfois peur de retourner dans leurs communautés, parce que la communauté n'a pas confiance en eux. Quels sont les mécanismes et les stratégies que vous avez utilisés pour réconcilier les deux parties afin qu'elles puissent retourner chez elles ?

R : Merci beaucoup. Je pense que pour répondre à votre question, je préfère que nous regardions la vidéo. Il y a quelques réponses aux questions qui ont été posées.

[Présentation vidéo]

2.10. Gratias Kibanja Goma, RDC

Nous travaillons en essayant d'encadrer les jeunes. Nous faisons du plaidoyer et nous avons aussi des séances de médiation. Nous avons commencé à travailler depuis plusieurs années, puisque nous sommes nés dans la guerre, nous avons grandi dans la guerre, et nous avons continué à nous battre pour la paix dans notre pays, et aussi pour la région des Grands Lacs. Nous avons commencé à travailler sur les questions de paix à partir de 2014. En tant que jeunes, nous avons rassemblé plus de 300 jeunes, lors de la conférence Congo United pour la paix et la réconciliation.

En tant que jeunes, nous avons convenu que pour nous permettre de lutter pour la paix dans notre pays, nous devons mettre de côté nos différences ethniques et voir comment nous pouvons travailler ensemble. Nous nous sommes réconciliés, mais je tiens à dire que la réconciliation est effectivement divisée par les acteurs qui veulent nous diriger. Parfois, les jeunes ont des difficultés à s'accepter. Nous avons travaillé pour la prévention en créant des jeunes non-violents dans les régions de Masisi, Nyiragongo et beaucoup de personnes ont bénéficié de notre programme.

Nous avons organisé des sessions de renforcement des capacités pour la paix et la résolution des conflits et avons également sensibilisé nos jeunes par le biais des médias et d'autres moyens de communication. Nous avons reçu des jeunes qui ont quitté les groupes armés



Gratias Kibanja



grâce à notre plaidoyer et nous leur avons donné de l'argent pour les aider à répondre à leurs besoins. C'est censé être le travail de notre gouvernement, mais comme vous l'avez entendu des orateurs précédents, ils ont été déçus par le programme DDR (mené par le gouvernement). Lorsque nous sommes confrontés à de telles questions, en particulier les adolescents, nous essayons de voir ce que nous pouvons faire à notre niveau pour qu'ils puissent être réintégrés dans la société. En tant que jeunes, nous avons plusieurs responsabilités.

J'étais en charge de la jeunesse depuis 2016. Nous avons travaillé dans différents programmes au niveau national et régional pour construire la paix à travers les jeunes. Nous avons lancé un centre pour la jeunesse avec le soutien du PNUD. À ce jour, ce Centre est en effet une base militaire reprise par la guerre. Lorsque vous vous rendez dans la ville de Goma, vous constatez qu'elle est remplie de bases militaires. Vous constatez que les jeunes ne disposent pas de cet espace pour mener leurs activités. Nous espérons que nous allons retrouver cet espace. Depuis 2009, nous travaillons avec les femmes dans les zones rurales en tant que communauté d'accueil, ainsi qu'avec les personnes déplacées dans le cadre de la médiation pour qu'elles puissent résoudre les problèmes avec la communauté et également faciliter leur participation aux mécanismes de paix.

Nous travaillons également avec les personnes handicapées pour leur permettre de s'émanciper économiquement et de participer aux communautés de paix locales. Plus de 300 femmes et jeunes femmes ont bénéficié de notre programme dans des régions telles que Nyiragongo et Masisi. Nous menons des actions de plaidoyer auprès des chefs religieux afin qu'ils soient impliqués dans la recherche de la paix et aussi dans la lutte contre la violence à l'égard des femmes et aussi des jeunes filles. Nous essayons de mobiliser les jeunes femmes et les jeunes filles leaders à travers des programmes de leadership intergénérationnel pour qu'elles deviennent de meilleurs gouvernants.

Nous organisons également des réunions avec les autorités pour leur faire part des problèmes de la communauté, notamment en ce qui concerne la paix et pour garantir la sécurité dans notre province. Et cela se fait à tous les niveaux. Nous sommes également impliqués en première ligne dans les systèmes humanitaires pour les communautés - nous sommes fatigués de la guerre.

Nous avons des pistes à suivre. Nous avons l'intention de continuer sur la résilience des femmes en termes d'économie. Nous devons également apporter un soutien psychosocial aux personnes déplacées et continuer à plaider auprès de tous les dirigeants pour garantir une paix durable en RDC.

Discussions

Q: Quelles sont les stratégies à mettre en place pour s'attaquer aux causes profondes des conflits ? Je pense que c'est ce qui devrait nous donner une voie pour mettre fin aux crises ou aux conflits qui sont dans l'Est de la RDC.



Je peux voir un problème avec notre pays, le Burundi, il y a eu une crise dans notre pays. La cause profonde du conflit était le problème du partage du pouvoir à cette époque. Le gouvernement au pouvoir, il y avait un problème lié au partage du pouvoir, alors nous avons commencé à avoir un dialogue entre les groupes rebelles et le gouvernement juste pour résoudre le problème. Cela a conduit à de nombreux accords. Nous avons eu l'accord d'Arusha et le pouvoir a été partagé. Pour l'instant, le pays est calme et les institutions sont effectivement partagées entre les groupes sociaux.

Dans mon pays, il n'y a pas de troupes ethniques. Il n'y a pas de tribus. Ce sont des groupes sociaux. Nous parlons la même langue, nous avons la même culture et nous sommes même dans le même village. Nous avons réussi à résoudre le problème lorsqu'il y a eu un partage du pouvoir. C'est pourquoi je dis aux Congolais que tant que vous ne vous attaquez pas aux causes profondes du conflit, il y aura toujours des problèmes dans cette partie orientale de la RDC.

Il est de notre responsabilité à tous, je pense qu'en tant que communauté de pratique, nous réfléchissons et proposerons des stratégies afin de traiter les causes profondes du conflit dans l'Est de la RDC.

Deuxièmement, je voudrais savoir, quels sont les groupes armés ? Quels sont les groupes armés étrangers qui opèrent dans le Nord-Kivu où vous opérez ? Quelles sont les relations entre ces groupes et les groupes locaux ?

Commentaire (Participant) : Pour ce qui est de la question relative aux causes profondes, il y a une organisation d'ONU Femmes basée à Goma, qui a organisé une retraite pour essayer d'analyser les différents accords au sein de notre pays, mais également avec les pays de la région, mais aussi entre notre pays et d'autres groupes armés. La question de l'analyse nous a permis de comprendre les causes profondes du problème de la RDC.

La RDC a plusieurs problèmes Dieu nous a béni [ressources] et cette bénédiction est en effet une source de problèmes pour nous. Nous espérons que la question de la recherche de la paix sera laissée au peuple congolais. Une fois que nous nous serons mobilisés, nous pourrions vivre ensemble (en paix). Nous avons besoin de la solidarité de la région pour voir comment nous pourrions probablement nous attaquer aux causes profondes afin de parvenir à une paix durable.

Commentaire : Participant : Je voudrais répondre à un ami du Burundi en disant qu'au Congo, la guerre que nous avons est celle qui nous a été imposée par les étrangers. Il n'y a pas eu de guerre entre les Congolais. Elle nous a été imposée par les pays voisins et nous le savons tous, mais nous ne voulons pas dire la vérité. Nous nous demandons où nous allons dans cette hypocrisie. Aurons-nous un jour la paix si nous ne nous disons pas la vérité ? Vous connaissez aussi les causes. En RDC, nous n'avons jamais entendu parler de conflit de pouvoir, mais la guerre nous a été imposée.

Commentaire (Participant) : C'est le retour des réfugiés rwandais qui a créé le mouvement hostile. Quand la RDC subit toutes ces choses grâce à notre hospitalité et notre gentillesse, ces



réfugiés sont venus prendre les armes contre le pays, et ils ont commencé à commettre des crimes que vous ne comprenez pas. Ils tuent des gens, ils volent des voitures sur les routes, et finalement, ils ont voulu prendre le pouvoir. Vous ne pouvez pas vraiment comprendre quelqu'un qui est un réfugié au lieu de demander à retourner dans son pays, il commence à demander le pouvoir. Ces ressortissants parmi nous, qui vont accepter de donner des pouvoirs à une personne qui a pris une arme. Je ne pense pas que ce soit facile. Ce sont les plus grandes causes (racines).

Commentaire (Participant) : Je vais parler du secteur problématique de la sécurité. C'est l'une des principales causes profondes qui favorisent les conflits dans notre région. Quand il n'y a pas de gestion des armes qui circulent dans notre pays, il y a un problème. Au sein de notre armée, il y a un problème de gestion des armes.

Les armes circulent au sein des groupes armés dans la communauté où il y a beaucoup de prolifération. Ces armes proviennent des armées et de la police. J'ai aussi des informations selon lesquelles même la police distribue des armes aux jeunes pour qu'ils les utilisent la nuit pour commettre des crimes (vols). Ils se partagent ensuite les biens volés. Pensez-vous que les meurtres de civils proviennent de conflits communautaires ? Non, je ne le pense pas.

Je crois savoir qu'il y a de nombreuses années, les communautés vivaient en coexistence pacifique, elles se mariaient et se mariaient entre elles sans aucun problème. Le problème est qu'entre les groupes de l'armée, il y a des militaires qui distribuent des armes en échange de ce qu'ils veulent, comme des minéraux ou du cannabis. C'est le problème des systèmes de sécurité.

Vous dites qu'au Congo il n'y a pas de conflit entre les groupes armés, mais il y a des groupes qui se battent entre eux. Aujourd'hui, il y a des groupes qui se battent et des membres de la communauté et des civils ont été tués. Au Nord-Kivu, il y a plusieurs groupes armés étrangers. Au Nord-Kivu, deux groupes sont très connus : les FDI et les FDLR, et le M23, un groupe armé étranger. Ces groupes reçoivent le soutien des pays,

Je voudrais recommander le conflit au Nord-Kivu. Les groupes armés devraient simplement retourner dans leur propre pays. L'Ouganda peut collaborer avec ses groupes armés pour qu'ils retournent en Ouganda en tant qu'ADF. Le Rwanda peut également discuter avec les FDLR. Ensuite, le Congo restera paisible car il n'y aura aucune intention de créer des groupes armés.

Mumbere: Je pense que l'action que nous pouvons entreprendre en tant qu'organisations de la société civile est de travailler ensemble, de créer une solidarité et de protéger les personnes qui souffrent.

2.11. Eddy Byamungu, RDC

[M. Eddy Byamungu est congolais et s'est engagé dans des activités de DDR depuis longtemps. Il a pris part à l'IM, qu'il a mis en œuvre en RDC et ailleurs. Il est également consultant sur les questions de consolidation de la paix et est impliqué dans la lutte contre la violence communautaire depuis de nombreuses années. Il est professeur et chercheur à l'université, à la faculté de droit. Il a une grande expérience qu'il va partager avec nous].

Je vais partager mon expérience en tant que consultant et chercheur. Je vais partager mon expérience avec le processus de construction de la paix qui a commencé en 2012. Entre 2007 et 2012, j'étais dans le domaine de l'éducation. A partir de 2012, j'ai commencé à m'intéresser à la construction de la paix. C'est alors que j'ai commencé à travailler avec une organisation axée sur la paix basée au Nord-Kivu.

En ce qui concerne le DDR, j'ai commencé mon expérience en 2007 avec la Folke Bernadotte Academy (FBA) en avril, où j'ai coordonné un grand atelier national à Goma sur le DDR - sur l'intégration à base communautaire, L'atelier comptait 60 experts en DDR de différentes agences de l'ONU. J'ai ensuite profité de l'occasion pour connaître des experts de la Banque mondiale, de l'Union européenne, des organisations internationales et des représentants du gouvernement de la RDC.



Eddy Byamungu



En 2000, en septembre, j'ai été invité par le Ministère de la Défense pour une formation complète sur le concept et la mise en œuvre des programmes de DDR. Cette formation de 15 jours à Stockholm a réuni des experts du DDR. C'est à partir de cette formation que je suis devenu un expert en DDR dans le monde, et pas seulement en RDC. Elle combinait théories, études de cas et exercices pratiques à l'Académie royale de Suède. Nous avons également appris à utiliser les armes à feu dans le programme complet de DDR.

En 2018, j'ai supervisé la mise en œuvre du DDR classique dans une organisation à base communautaire. C'est ce qui a inspiré le programme en RDC, le CRC qui implique la communauté locale. En 2019, j'ai entrepris le projet pilote soutenu par la FBR et mis en œuvre par Transition Internationale. Au cours de la même année, j'ai été invitée à participer à un atelier sur la médiation par des acteurs internes, ici à Nairobi. C'est le même projet auquel ils nous ont invités aujourd'hui.

De septembre à décembre, j'ai été recruté par la crise du PNUD en tant que consultant international pour entreprendre une évaluation du niveau de mise en œuvre de l'interrogatoire communautaire. J'ai proposé au PNUD la méthode de mise en œuvre du projet pilote. En 2021, j'ai participé à un forum en ligne sur la négociation et la médiation par des acteurs internes avec l'Institut Clean Clear Darling. En juin 2022, j'ai également été invité par le PNUD à suivre une formation sur la consolidation de la paix et la gestion intégrée.

En septembre 2022, j'étais ici (à Nairobi) avec certains d'entre vous pour une formation sur la gestion de l'information et le DDR, facilitée par l'Académie Clingendael. Aujourd'hui, nous sommes ici pour recevoir une formation sur le DDR. Ce sont ces expériences, et cette expertise que j'ai acquises tout au long de ces sessions.

Discussions

Q: Avec toutes les expériences, les formations et aussi les défis sur le terrain, pensez-vous que le DDR au Nord Kivu Est a réussi ?

Q: Pensez-vous que la CBR a été validée dans le contexte des groupes armés étrangers ?

Eddy Byamungu: Je crois au DDR, mais comme je l'ai souligné, nous avons proposé une nouvelle approche que vous appelez CBI ou intégration à base communautaire. Cela m'a inspiré et a inspiré le programme actuel en RDC connu sous le nom de CRS avec un visage sur la communauté locale et la stabilisation.

Lors d'une conversation avec une experte néo-zélandaise sur le nouveau programme, elle a dit que c'était la dernière chance, si ce n'est pas la dernière carte pour la pacification de la RDC - à condition que le gouvernement soit sérieux sur cette question. Le programme a utilisé l'approche CBS. C'est le programme sauveur pour la pacification de la RDC. Pourquoi ? Parce que c'est le programme qui ne met pas beaucoup de pression sur les ex-combattants mais aussi sur la communauté et les autres structures communautaires pour le succès du programme DDR. L'autre chose est que ce programme inspire un programme holistique. Ce n'est pas comme le programme



précédent où il fallait proposer des solutions, et avoir des solutions collectives pour tous les combattants.

L'approche holistique prendra toujours en compte le contexte des ex-combattants et leurs expériences pour les amener à la table des négociations et leur montrer comment ils vont bénéficier de leur réintégration. Il y a l'aspect de l'approche innovante qui s'inspire de la CBR. Le DDR n'est pas facile si le gouvernement n'est pas sérieux. Il ne fonctionne que lorsque le gouvernement est sérieux.

Sur la question des groupes étrangers, l'intervention communautaire donne plus de poids à la communauté d'accueil qu'à l'ex-combattant. C'est le sens de cette approche. Pour les groupes armés étrangers, nous ne pouvons pas utiliser le CBI parce qu'ils ne sont pas issus de nos communautés locales en RDC. Il est possible de le faire dans leur pays d'origine parce qu'ils viennent de quelque part. Leur communauté locale est connue et elle peut être identifiée facilement et ils peuvent être intégrés dans leur pays d'origine. Nous pouvons soutenir la communauté pour qu'elle les absorbe dans le programme de développement. L'opération aura vraiment besoin que vous alliez dans la même direction.

Q: Juste pour ajouter, croyez-vous à un programme sérieux avec un ex-combattant qui n'a jamais été démobilisé ?

Eddy Byamungu: Eh bien, cela prend une direction politique qui dépasse mes capacités. Dans le programme DDR, nous avons reçu des témoins et parlé du DDI qui a été mis en œuvre en Côte d'Ivoire. Ce qui a fait son succès, c'est la volonté politique. En RDC, ce qui a échoué dans les initiatives de DDR, c'est la volonté politique.

2.12. Judith Kambote, RDC

[Madame Judith Kambote est défenseur juridique et coordinatrice nationale de l'Union des Juristes Engagés pour les Opprimés, la Paix et le Développement (UJEOPAD-RDC)].

Avant de partager mon expérience, je vais commencer par un petit contexte d'où je viens et où je suis. Je me souviens que nous étions à l'université. Pendant notre première année, nous avions le professeur Mckinney qui nous faisait un cours sur le droit international humanitaire. Il parlait des guerres, de la protection des populations pendant la guerre et du bien-être pendant la guerre. Nous avons beaucoup discuté sur ce sujet. Nous étions cinq jeunes gens qui se sont assis à part et qui ont dit que nous avons beaucoup de choses à faire dans notre pays. Nous devons aider notre pays et plus précisément notre province du Nord-Kivu. Nous avons invité le professeur à venir animer une conférence sur la paix à l'université. A partir de là, nous avons commencé à sensibiliser les gens. Nous avons dit que nous avions des choses à subvenir mais que nous n'avions pas les moyens de soutenir nos actions ou nos initiatives.



Judith Kambote

Nous avons des idées mais pas les moyens de soutenir nos actions. Nous avons donc fait des sensibilisations, par exemple, en luttant contre l'apatridie, nous avons désensibilisé les familles. Nous avons demandé à nos mères qui ont des enfants à la maison, qui aiment leur pays et qui ont la passion de faire le travail de continuer et d'aider notre pays. Quant à l'expérience de notre travail en matière de consolidation de la paix, rappelez-vous que pendant le programme « Pamoja kwa Amani », nous avons organisé de nombreux ateliers où nous avons parlé de la consolidation de la paix.

Nous avons parlé de la construction de la paix et de la cohésion sociale. Il s'agissait d'un projet de deux ans. Lors de ces ateliers, nous, les OSC, avons déclaré que nous ne pouvions pas parler de consolidation de la paix sans nous attaquer aux causes profondes, en particulier dans des régions comme Masisi, afin de comprendre l'origine de ces conflits. Nous avons dressé une liste des conflits présents dans certains territoires de notre province. À partir de là, nous avons commencé à travailler sur différents aspects et lorsque le projet s'est terminé, nous n'étions pas en mesure de continuer par manque de fonds. C'est le défi que nous avons dû relever. Nous étions en fait sur la bonne voie, mais à un moment donné, le projet a pris fin. Nous n'avons rien à faire et nous n'étions même pas en mesure d'assurer le suivi de nos actions sur le terrain, car le donateur était parti. Il n'y avait plus de fonds.



Cela a eu un impact sur les efforts que nous avons déjà entrepris sur le terrain. Nous avons cherché et trouvé un autre donateur. Nous étions dans un réseau de jeunes où nous avons initié des jeunes à travailler sur ce thème, juste pour voir ce que nous pouvions apporter à notre province spécifique. Nous avons regroupé et uni plus de 30 jeunes. Nous avons des organisations formelles et informelles, nous avons des jeunes qui avaient du talent, mais nous avons des organisations qui n'avaient pas de papiers ou de documents. Nous les avons intégrés dans notre système, nous les avons initiés au processus de paix, conscients que sans rien à faire, ils pouvaient être une bombe à retardement. Nous avons réussi à les rassembler dans les parties nord et sud du Kivu.

Ils ont présenté leurs initiatives, et nous les avons soutenus pour qu'ils puissent faire partie intégrante du mouvement. Ils ont contribué à de nombreuses activités comme la cohésion sociale parce qu'ils pouvaient se retrouver ensemble. Par exemple, sur le terrain de jeu, travailler ensemble et parler de la paix tout le temps grâce à la cohésion sociale. Après deux ans, le projet s'est arrêté brusquement. Nos efforts étaient à nouveau affaiblis. Nous ne pouvions même pas assurer le suivi des activités qui étaient menées sur le terrain. Après cela, nous avons compris qu'il était important pour nous de nous rencontrer et de discuter de nouvelles idées. Nous avons créé un autre réseau et nous avons compris qu'il y avait un problème de financement.

Nous recevions parfois des fonds de donateurs qui étaient très structurés et très restreints. Nous ne pouvions même pas agir ou poursuivre le projet. Nous avons essayé de mener un plaidoyer, nous avons montré aux donateurs quel était le problème et nous leur avons dit que nous avions des options sur le terrain. Nous leur avons dit que nous avions des actions et des propositions efficaces, mais après le projet, nous n'avons pas été en mesure d'assurer le suivi des activités sur le terrain. C'est ainsi que nous avons mené une sorte de plaidoyer et, heureusement, certaines organisations ont reçu des fonds, même si ces fonds n'étaient pas très, très limités ou restreints ou structurés. Cela nous a permis de mener des activités de suivi après le projet.

Nous avons maintenant un projet dans lequel nous travaillons avec des ex-combattants sur la médiation par des acteurs internes. C'est là où nous en sommes maintenant et nous espérons que les choses vont bien se passer. Malgré cela, il y a des sortes de confrontations et de mesures sur lesquelles nous travaillons.

Discussions

Q: Vous avez travaillé sur un projet pendant deux ans, puis il n'y a plus eu de financement. Vous avez ensuite bénéficié de fonds supplémentaires pendant deux ans et vous êtes retourné sur le terrain. Comment vous assurez-vous que votre projet est pris en charge au niveau local, de sorte que vous ne vous attardez pas sur l'arrivée de donateurs ou de partenaires ?



Je ne crois vraiment pas qu'il faille obtenir de l'argent des donateurs. L'argent des donateurs est soumis à de nombreuses restrictions. Il est bon pour nous de sortir des sentiers battus. Quel que soit le projet que nous lançons, comment pouvons-nous obtenir la complémentarité du gouvernement ?

Lancez un projet et impliquez le gouvernement dès le début. Il est très facile pour le gouvernement de voir la valeur ajoutée. Vous pouvez ne pas aimer votre gouvernement, mais c'est celui qui est là, qui le soutient.

Judith Kambote : Dans les ateliers où nous voulons lancer des activités, nous invitons les autorités pour qu'elles comprennent ce que la société civile veut faire. Nous travaillons en étroite collaboration et en partenariat avec le gouvernement. Nous ne pouvons rien faire dans le pays ou la province sans en informer le gouvernement. Nous leur expliquons ce que nous voulons faire.

Q: *Avez-vous le temps d'analyser tout ce que vous avez fait, en particulier sur les individus et sur la communauté ? Avez-vous essayé d'analyser l'impact de votre projet ?*

R : En ce qui concerne l'impact de nos activités sur les communautés et sur les individus, nous pouvons dire qu'il a été positif. Lorsque nous menons des activités comme celle que nous avons réalisée à Minova avec les jeunes femmes, nous étions en train de former les femmes aux instruments juridiques, nationaux et internationaux. Nous sommes arrivés à un point où les femmes étaient censées produire des documents de plaidoyer. Les femmes avaient été mobilisées et étaient satisfaites de comprendre ce qu'elles ne savaient pas. C'est comme si ces femmes s'étaient réveillées de leur sommeil.

Lorsque nous sommes partis, elles ont poursuivi les activités, mais il fallait aussi les soutenir. C'était cependant le principal défi, c'était le problème. Il n'y a pas eu de continuité dans ce projet en raison de problèmes de financement.

Commentaire : Lorsque vous dites que l'argent est épuisé et que vous attendez d'autres partenaires, je vous aurais suggéré de créer ou de trouver des synergies pour travailler avec d'autres ONG. En particulier celles qui ont des objectifs ou une vision similaires, afin d'obtenir un soutien. En d'autres termes, étendez vos ailes et vos réseaux à d'autres ONG.

2.13. Pauline Kibuya, RDC

[Madame Pauline Kibuya est originaire de la RDC. C'est une experte en leadership de genre et une activiste des droits de l'homme. Elle est coordinatrice de l'organisation Congo Future, et point focal de la Marche Mondiale des Femmes au Nord Kivu].

Effectivement, j'ai entendu toutes vos expériences et cela m'a amené à changer ma présentation. Ce que j'ai entendu depuis hier, vous êtes d'accord, nous sommes effectivement en train de faire

face aux conséquences. Nous avons parlé de la mobilisation. Nous ne pouvons pas dire que nous avons eu une paix durable avec la résurgence des groupes armés.



Pauline Kibuya

Il y a toujours des déplacements. Nous étions dans les camps de déplacés en RDC, nous avons des victimes et nous essayons de voir ce qu'il fallait faire. Il y aura d'autres nombreux déplacements dans les régions où nous avons des conflits. Que pouvons-nous faire pour que toutes ces choses cessent ? Nous avons dit que c'est le M23 qui est effectivement menaçant, que pouvons-nous faire pour arrêter ces déplacements et aller voir le M23 pour lui demander ce qu'il veut exactement ?

Nous sommes prêts à aller voir le chef rebelle du M23.

Nous avons dit que nous ne pouvions pas y aller comme ça, nous devons comprendre ce qu'ils revendiquent. Nous avons commencé à réfléchir, à essayer d'analyser les accords juste pour voir ce qui est écrit dans ces accords, et ce qui mène toutes ces attaques du M23 de 2019 à 2022.

Nous avons examiné les accords avec d'autres femmes leaders du Nord-Kivu et il y a un accord pour 2019. Nous avons établi que la plupart des articles de ces accords ont été mis en œuvre. La plupart des accords concernaient le PNUD, mais le gouvernement a fait tout ce qu'il pouvait. En fin de compte, nous sommes en 2022 et les mouvements ont resurgi. Dans l'article 1c, le mouvement peut revendiquer tout ce qui a été fait dans l'accord et tout ce qui devrait passer par le routage politique et non par la guerre ou la prise d'armes. Ce n'est pas le M23.

Nous savons comment fonctionnent nos OSC et nous devons créer une organisation civile forte.

Mon collègue a dit que si l'Est de la RDC est déstabilisé, c'est parce que toute la région est aussi déstabilisée. Vous pouvez voir que d'autres pays ont payé le prix. Le Rwanda nous attaque tout le temps, ils ont aussi payé pour cela. C'est aussi Nairobi qui a facilité le dialogue, et l'ancien



président du Kenya a facilité les dialogues. Si nous pouvons effectivement en tirer profit, cela peut aider car nous essayons d'en discuter. Examinons et abordons les causes profondes. Voyons ce que nous pouvons faire ensemble, même si les retombées se feront sentir dans notre pays. Nous pouvons au moins essayer de faire quelque chose et d'obtenir quelque chose. Nous pouvons voir que ceux qui ont participé veulent faire quelque chose.

Commentaire : Je voudrais vous encourager parce que nous avons observé que dans plusieurs crises dans notre pays, surtout au Nord-Kivu, les femmes ont joué des rôles majeurs dans la résolution de ces crises. L'histoire regorge de femmes qui ont participé aux processus de paix et qui ont également rencontré les chefs rebelles face à face. Si seulement les femmes pouvaient continuer à être déterminées et à affronter les risques, à rencontrer ces gens face à face et à poser des questions difficiles telles que « que voulez-vous ? » et « voulez-vous continuer à faire la guerre ? ». Ce sont les hommes qui alimentent les conflits, mais les femmes ont des voix pacifiques. Si elles peuvent continuer à s'exprimer, cela portera la voix à un autre niveau.

Pauline Kibuya: N'oubliez pas qu'ils ont maintenant classé le M23 comme une organisation terroriste. Lorsque nous envisageons de les rencontrer, ils disent que nous rencontrons une organisation terroriste.

2.14. Florence Boloko, RDC

[Florence Boloko est congolaise, membre de FEMWise Africa, experte en genre et résolution de conflits et travaille également avec la Coalition des femmes pour la paix et le développement].

Je travaille avec la Coalition des Femmes pour la Paix et le Développement, dont la mission principale est l'avènement d'une paix durable en soi, dans sa famille, dans ses communautés, en RDC, dans mon pays, en Afrique et dans le monde. Le monde doit être un havre de paix et cette paix ne peut commencer que par moi. C'est pourquoi nous formons des artisans de la paix qui deviennent des formateurs d'autres personnes dans la communauté. Nous formons également des personnes à la réconciliation, notamment les femmes victimes de toutes formes de violence, pour qu'elles se réconcilient avec leur famille, et les enfants nés de viols sont réintégrés dans la communauté et acceptés dans la famille biologique de leur mère. Sans la paix, nous ne pouvons rien faire. Cette paix ne consiste pas seulement dans le silence des armes mais une personne au ventre affamé n'est pas en paix avec elle-même et elle ne sera jamais en paix avec les autres qu'elle accuse d'être à l'origine de ses malheurs. À cet égard, nous formons les gens à de petits métiers afin de générer des revenus qui les aideront à survivre. A ce jour, nous avons déjà 10 000 familles que nous soutenons dans le cadre de petits programmes avec de petites activités de survie. À long terme, nous envisageons d'amener ces personnes à créer des coopératives d'épargne afin qu'elles puissent conserver un petit revenu plutôt que de vivre au jour le jour sans aucune assurance pour l'avenir.

Nous occupons les gens dans les communautés pour qu'ils ne soient pas tentés. C'est lorsque les gens ne sont pas occupés qu'ils ont de mauvaises pensées qui les conduisent à faire des choses qui nuisent aux autres membres de la communauté. Nous les formons à la résolution des conflits et à la médiation dans les petits conflits qui minent l'intérieur et peuvent conduire à beaucoup de mal. Nous appliquons à petite échelle ce que nous apprenons lors des grandes conférences internationales auxquelles nous assistons. Ce n'est qu'une partie de l'excellent travail que nous faisons au niveau de la base avec les communautés et les individus. Nous avons des clubs gérés par des artisans fidèles qui ont une grande expérience à partager.



Florence Boloko

2.15. Emery Ntaneza, RDC

[M. Emery Ntaneza est un Congolais qui a de l'expérience en matière de paix et de sécurité. Il travaille sur la paix et la sécurité depuis 2008. Il a travaillé pendant 10 ans avec l'UNESCO dans le domaine du programme DDR et des rapatriements. Actuellement, il est expert dans le cadre de la paix et de la sécurité au niveau régional où il discute toujours de la même question].



Actuellement, je n'ai pas beaucoup d'expérience à partager. Mais je vais parler de deux choses dans la négociation avec les groupes armés. Je vais partager mon expérience personnelle lorsque nous devons travailler dans le cadre de la négociation avec les groupes armés, en particulier pour leur demander de déposer les armes et de participer au processus de DDR. Il n'est pas toujours bon que le message, qui est un message de position, soit écouté par différents groupes armés. Parfois, c'est la responsabilité des personnes qui sont en train de négocier avec les groupes armés [d'écouter].

Je vais vous donner un exemple lorsque j'ai travaillé avec les groupes armés, FDLR et M23, dans le cadre de la négociation pour les amener au processus de paix. Ce sont les leaders des mouvements et les personnes qui ont été impliquées dans le génocide rwandais en 1994. Et depuis qu'ils ont quitté le pays, ils n'ont aucune réalité du Rwanda mais ils pensent et font toujours les mêmes choses qu'avant leur départ.

J'ai été envoyé auprès des FDLR pour les inviter à revenir volontairement. J'avais été chargé par l'UNESCO lorsque nous y sommes allés de sensibiliser le groupe. Certaines personnes étaient là et ont examiné le message à travers leurs lentilles pour trouver les arguments. J'ai dit à l'équipe avec laquelle je travaillais que les questions qu'ils posaient n'étaient pas progressistes - nous pensions que pour nous, il fallait plutôt trouver des solutions. Certaines personnes ont suivi les mêmes programmes et ont fait circuler des informations selon lesquelles des personnes avaient été tuées. Nous avons travaillé avec la Commission pour le Rwanda (RBRC) pour nous aider à identifier les personnes qui étaient revenues du conflit. Nous avons organisé pour la première fois une réunion sur Skype et invité les membres des familles de ceux qui sont rentrés chez eux pour les voir physiquement et leur parler.



Emery Ntaneza

Les membres de la famille avaient entendu la propagande selon laquelle leurs proches avaient été tués, et ils ont eu l'émotion de les voir vivants. Ils ont vécu un moment inconfortable avec les dirigeants qui avaient déjà trouvé l'argument pour continuer à se battre.

Je veux maintenant souligner le rôle d'une femme dans ce processus. Ce que j'ai décidé avec l'équipe de la région de Kanyabayonga est lié aux femmes. Au lieu de sensibiliser les groupes (armés), j'ai invité leurs proches - épouses, enfants qui étudient, frères et sœurs, etc. Ils ont appris que même les ex-combattants qui étaient là étaient installés, et ils ont commencé à avoir des remords et à vouloir retrouver leur famille, surtout après avoir subi la pression de leurs épouses. « Nous avons vu les membres de notre famille au Rwanda et vous nous avez dit qu'ils avaient été tués. Pourquoi nous demandez-vous de rester ici alors que la vie est belle de l'autre côté ? », ont-ils demandé avec amertume. Nous avons vu certains groupes qui ont commencé à dire qu'ils étaient prêts à rentrer chez eux et cette décision n'a pas été prise facilement.

C'est par la persévérance, ce n'est pas par contact que nous avons atteint les résultats. Les résultats sont venus du travail quotidien et de l'innovation. Nous voulons également mentionner qu'il était important d'impliquer les autorités du pays. Même s'il s'agit d'une organisation de la société civile, il faut aussi mentionner la volonté politique. C'est très important, car il y a des questions auxquelles les jeunes ne peuvent pas répondre, mais auxquelles le gouvernement peut répondre.



Le gouvernement peut répondre à plusieurs préoccupations soulevées par les groupes armés. Lorsque j'ai rencontré le M23, nous les avons sensibilisés au fait qu'il n'y avait aucune implication du gouvernement. Lorsque nous avons eu les mécanismes gouvernementaux, nous avons parlé avec le M23, nous avons donné l'assurance de ce qui était dans la sensibilisation. C'est en février 2019, à Goma, que nous avons fait venir 57 membres du M23. C'est pourquoi nous devons travailler avec le gouvernement. Vous ne pouvez pas faire grand-chose si vous n'avez pas une bonne relation avec le gouvernement qui a la responsabilité principale.

Discussions

Commentaire (Facilitateur) : En tant que médiateurs de l'intérieur, nous devons prendre en compte les intérêts des acteurs. Nous devons comprendre les intérêts des ex-combattants et ceux des dirigeants afin de pouvoir élaborer un message et une stratégie. Nous ne devons pas non plus oublier le rôle des femmes dans le processus. Les femmes sont impliquées dans la médiation et le DDR. Comme on l'a observé, les femmes contribuent à pousser leurs maris à rentrer chez eux. Il faut aussi trouver une bonne approche et être crédible. Lorsqu'il a créé le processus Skype, les gens qui étaient au Rwanda ont parlé aux membres de leur famille et ils ont réalisé qu'ils ne parlaient pas à des fantômes, mais à des êtres humains, en particulier à leurs proches. C'est quelque chose que vous devez faire en tant que médiateurs de l'intérieur.

Commentaire (Participant) : Ce n'est pas une question mais une observation. Je parle du contrôle de toutes les femmes qui sont ici. Nous devons observer que les femmes ne doivent pas être des victimes. Elles sont aussi des ex-combattants et je soulève cette question. Vous dites que lorsque les femmes parlent à leurs maris, elles parlent des gens, vous cherchez des réponses spécifiques, y compris les femmes qui sont des ex-combattantes ainsi que les femmes qui ont joué un rôle dans la violence et le conflit.

Commentaire (Participant) : Lorsque j'ai écouté les autres, je pense que nous ne sommes pas au même niveau d'expertise en matière de médiation. Un bon médiateur doit être impartial.

Emery Ntaneza: C'est vrai que dans les conflits, les femmes sont aussi des victimes, mais elles jouent aussi un grand rôle au sein des groupes armés. Par exemple, dans les FDLR, certaines femmes sont armées et portent l'uniforme. Il ne s'agit pas seulement de combattantes, mais elles soutiennent aussi les aspects logistiques. Ce sont des éléments que vous devez également prendre en compte. Les oublier ne résout pas le problème.

Vous avez également mentionné la qualité du médiateur. On ne peut pas vous faire confiance si vous n'êtes pas impartial. C'est très délicat, si cela ressemble à une condamnation, cela signifie que vous ne reviendrez pas demain et que vous ne serez pas écouté.

Même si vous avez des émotions, c'est normal, vous ne pouvez pas les ignorer. L'aspect le plus important que les gens oublient est celui des réponses que nous devons donner. Il y a beaucoup



d'autres considérations, pour ceux qui ont vécu pendant longtemps, pendant des décennies. Nous avons besoin d'un soutien psychologique qui est également très important.

2.16. Médiation par des acteurs internes pour le DDR

Mme Pezu Mukwakwa, analyste du PNUD en matière de gouvernance et de consolidation de la paix, a fait une présentation sur la médiation par des acteurs internes pour le DDR. Elle a déclaré qu'il était important de comprendre ce qu'est la médiation pour prévenir les conflits. Elle a défini la médiation comme un "processus de négociation assistée entre deux ou plusieurs parties". Une tierce partie, a-t-elle déclaré, aide à prévenir, gérer ou résoudre des conflits violents ou destructeurs entre des gouvernements, des partis d'opposition, des groupes armés, des civils et/ou d'autres parties prenantes concernées.

D'autre part, la médiation par des acteurs internes (MI) est « un processus de soutien aux négociations - ainsi qu'à une variété d'autres formes de dialogue - pour prévenir, gérer et résoudre les conflits à différents niveaux de la société ». Elle explique que dans la MI, ce n'est pas une tierce partie qui est impliquée, mais dans la plupart des cas, un individu ou un groupe d'individus qui vivent au sein de leur communauté où le conflit se déroule et qui sont engagés dans le processus.

« C'est de leur appartenance à la communauté qu'ils tirent leur légitimité et leur crédibilité, car ils sont plus proches de l'endroit où le conflit se déroule », a-t-elle ajouté.

L'importance des médiateurs

L'analyste a déclaré que les médiateurs sont importants dans la mesure où il est reconnu, à l'échelle de la société, que pour construire la paix, l'inclusion est nécessaire, et plus particulièrement l'inclusion des femmes. La plupart des gens pensent que la plupart de ces processus se déroulent parfois du haut vers le bas, a-t-elle ajouté. Les médiateurs de l'intérieur, qui font déjà partie de la communauté, peuvent chercher des moyens de maintenir la paix de bas en haut. Cela explique une autre raison importante de l'existence des médiateurs, à savoir la reconnaissance que la médiation est la clé de la prévention des conflits. Elle a également souligné que les médiateurs sont importants parce que l'on met de plus en plus l'accent sur le besoin de capacités nationales et locales pour le maintien de la paix.

Quels sont les travaux des médiateurs initiés ?

L'analyste de la consolidation de la paix a décrit les différents domaines d'intervention dans lesquels les médiateurs initiés s'engagent :

- Les processus de paix
- les conflits politiques
- La violence liée aux élections
- Les conflits liés aux ressources naturelles
- Les crises humanitaires
- Prévention de l'extrémisme violent



- Conflits d'identité
- La diversité des niveaux
- La tolérance au sein des groupes, et
- communautaires.

Catégories de MI

Le présentateur a identifié certains des types d'interventions (par la MI) comme suit :

- Elles trouvent des points d'entrée. Par exemple, nous devons commencer à chercher les causes profondes (du conflit).
- Établir un consensus et résoudre les problèmes - par exemple, les participants peuvent établir un consensus sur la façon d'avancer sur certaines choses.
- Ils ont une médiation directe, par exemple, dans le cas du responsable des affaires politiques de l'OSESG-GL où il a été directement impliqué dans la médiation d'un processus.
- Le plaidoyer est entrepris de manière extensive dans leurs organisations pour la recherche de la paix.
- L'alerte précoce est très liée à ce que le directeur de la paix et de la sécurité de la CIRGL recherche pour les médiateurs initiés régionaux afin de soutenir le partage d'informations, car ils font partie des communautés et savent ce qui se passe.

Rôle des médiateurs internes

Il comporte trois aspects.

- Il y a la facilitation - Dans ce cas, les facilitateurs ne sont ni l'une ni l'autre des parties, ils se contentent de réunir les parties et d'aider au processus.
- Ensuite, ils aident aussi au dialogue. Ici, nous favorisons les relations entre les parties afin que vous puissiez parvenir à un consensus.
- La médiation. Il s'agit ici d'examiner les aspects spécifiques de ce qui se passe dans le conflit.

Discussions

Questions :

- *Y a-t-il un lien entre la médiation par des acteurs internes et toutes les dynamiques de la justice transitionnelle ?*
- *Dans la médiation par des acteurs internes, qu'entendons-nous concrètement par le mot « insider » ? Vous pouvez travailler et être basé dans le district, mais avoir des activités sur le territoire (entier).*
- *Comment déterminer la composante « interne » et ce qu'elle signifie, en particulier si quelqu'un peut travailler dans un autre district, mais qu'il fait partie du même territoire ?*



- *Ou en dehors du territoire, mais toutes les activités liées à la médiation par des acteurs internes se déroulent sur le territoire, mais le médiateur interne lui-même n'appartient pas à cette communauté.*

Pezu Mukwakwa: La composante, l'aspect insider signifie déjà « interne », donc il faut être « à l'intérieur » ou dans la zone affectée par le conflit. Vous ne pouvez pas être un médiateur de l'intérieur si vous opérez de l'extérieur. Cette personne devient alors un médiateur parce qu'elle est une tierce partie.

En ce qui concerne le lien entre la médiation par des acteurs internes et la justice transitionnelle, c'est une très bonne question. De la même manière que les catégories que j'ai expliquées, une partie du travail des médiateurs initiés est la facilitation, et aussi le dialogue, et une partie des aspects du processus de justice transitionnelle implique le dialogue. Vous faciliteriez également ces dialogues.

Mais il y a aussi l'aspect des processus de paix qui entre en jeu. En fin de compte, si vous êtes un médiateur Insider, vous pouvez faire partie du même processus de paix qui mène à une forme de justice transitionnelle. C'est déjà un lien. Ou vous pouvez être la personne qui facilite les dialogues au sein de la communauté pour contribuer aux aspects de justice transitionnelle. Cela pourrait être un autre aspect. Il existe des liens entre la médiation par des acteurs internes et la justice transitionnelle.

Permettez-moi de mentionner que parfois, bien que les médiateurs initiés soient des personnes, la médiation par des acteurs internes peut également être un processus dans lequel des personnes de l'intérieur décident de faciliter un processus interne où ils peuvent faire de la médiation entre eux.

2.17. Réflexions - Jour 2

Mme Pezu Mukwakwa du PNUD a animé la session.

Les participants ont formulé les réflexions suivantes sur ce qu'ils avaient appris au cours de la journée :

- Expériences pratiques en matière de consolidation de la paix et de mise à distance des émotions dans la recherche de solutions.
- Prise en compte du genre dans la programmation
- Encouragés par l'apprentissage mutuel
- Médiation par des acteurs internes et RSE
- Décolonisation - tirer parti des idées dans le domaine du DDR.
- Localiser les stratégies - les faire descendre au niveau de la communauté/de la base.
- Efforts pour établir des liens avec les gouvernements afin de renforcer l'appropriation
- Créer des synergies pour une paix durable



- La volonté politique d'apporter des solutions durables
- Prise en compte des communautés d'accueil
- La communication est très importante et l'honnêteté dans toutes les actions.
- Exploiter la mémoire institutionnelle régionale pour l'échange de connaissances
- Transfert d'expertise/expériences - Apprendre par la pratique [Expériences sur le terrain].
- Documenter les expériences comme une ressource clé
- Transparence, responsabilité et équité
- GCC : Appréciez de travailler avec tous avant le déploiement à Goma.
- Apprentissage des meilleures pratiques - expériences enrichissantes
- Constituer un comité directeur pour les projets en RDC
- Transfert de connaissances intergénérationnel
- Suivi et évaluation des progrès réalisés et des réalisations par le travail effectué.

3. Compte-rendu - Jour 3

3.1. Questions et commentaires

Mme Pezu Makwakwa a invité les participants à faire part de leurs préoccupations ou questions. Voici le compte rendu :

Commentaire : C'est à nous de soutenir le gouvernement. En particulier, je suis heureuse que tout le monde ait une idée de la sensibilité de la situation en RDC. Nous devons aider notre voisin.

Q: Nous avons déjà une CdP - qui sont ses membres ? Pour certains d'entre nous, nous avons été invités à titre privé - à l'avenir, comment serons-nous impliqués ? Serons-nous membres de la CdP ou du PNUD ?

R : Pezu Makwakwa, PNUD : Le CdP a fonctionné de manière informelle. Nous avons voulu examiner ses termes de référence pour lui donner une certaine structure. Pour aller de l'avant, les contributions seront intégrées dans les TdR et seront ensuite partagées avec la CIRGL, car elles doivent être ancrées dans cette dernière pour l'appropriation et la durabilité. Ces termes seront ensuite approuvés et valables pour les autres membres également. L'adhésion à la CdP est volontaire - la CdP n'est pas celle du PNUD, mais celle des praticiens du DDR et de l'ensemble des activités ancrées dans la CIRGL.

À partir des expériences partagées, nous espérons tirer parti de nos capacités. Nous partagerons nos contacts dans le but de partager des synergies. Nous espérons que nous (les participants) pourrions nous réunir à nouveau l'année prochaine et voir comment nous progressons.



Q: Nous sommes un groupe varié ou diversifié - ce qui se passe à l'avenir - le rôle et les responsabilités de chacun doivent être clairs.

Analyste du PNUD : En conclusion, nous définirons comment nous allons utiliser les leçons apprises ; il est (également) important de savoir ce que nous allons faire et nous engager à faire en quittant cet endroit. Pour nous, le PNUD et la CIRGL, notre rôle était de convoquer et de faire valider la CdP et pour les deux parties de tirer parti de la capacité de la CdP et d'autres pratiques, telles que l'exploitation de l'expertise ici (parmi les participants).

Q: Sur la capacité des organisations - parfois le financement prend fin avant la fin du projet - la situation est complexe et nécessite une solution durable.

Analyste du PNUD : Sur la capacité - il devrait être utile d'apprendre à mobiliser des fonds, car la plupart des fonds fournis sont à court terme. Les organisations doivent être innovantes, par exemple, les institutions ou les OSC doivent collaborer davantage. Les projets doivent avoir un plan de sortie qui assure la durabilité. Il est impératif de rechercher des moyens innovants pour assurer (votre) durabilité et votre crédibilité afin de poursuivre ce que vous (l'organisation) voulez faire.

Commentaire : Aucun programme ne sera jamais éternel - ce qui signifie qu'il faut penser à une stratégie de sortie dès le lancement du projet. En d'autres termes, la communauté locale doit réfléchir à la manière d'exister au-delà du cycle de financement.



Les participants se livrent à un exercice pour briser la glace

3.2. Exercice de groupe

Les participants ont été divisés en 4 groupes pour discuter : Les principaux enseignements et les meilleures leçons apprises et les plans d'action sur ces derniers. Ils ont présenté les éléments suivants ;

	Groupe 1	Groupe 2	Groupe 3	Groupe 4
Principaux enseignements tirés	<ul style="list-style-type: none"> ▪ Les expériences partagées trouvent un écho dans différents contextes - il est nécessaire de les exposer davantage. ▪ Les médiateurs sont à des stades différents de leur capacité - certains sont expérimentés, etc. ▪ Apprentissage des succès et des défis ▪ Il y a une lacune dans le processus de DDR. ▪ Aucun soutien psychosocial n'a été apporté aux rapatriés. ▪ Il y a une lacune dans la recherche - pour connaître la cause profonde du conflit ; 	<ul style="list-style-type: none"> ▪ Inclure les autorités locales dans la programmation, la planification et le plaidoyer. ▪ La communication tout au long du cycle et à tous est nécessaire - Assurer une approche ascendante [horizontale et verticale]. ▪ Inclure une perspective de genre ▪ Développer une stratégie de mise en œuvre incluant les OSC ▪ Différence entre GI et médiateurs 	<ul style="list-style-type: none"> ▪ Les négociations nécessitent des experts ▪ Volonté politique nécessaire - le gouvernement est un partenaire important ▪ Participation maximale des femmes et des enfants ▪ Comprendre sur quels partenaires compter [qui est qui et ce qu'ils font]. ▪ Éviter les promesses non tenues - cela conduit à la méfiance. ▪ Similitudes dans le contexte de la RGL ▪ Progrès réalisés et initiatives prises, par exemple, soutien psychologique, mais non documentés. 	<ul style="list-style-type: none"> ▪ Le processus de DDR doit être inclusif et tenir compte des communautés et des femmes. ▪ Les médiateurs internes doivent être crédibles et faire preuve de légitimité vis-à-vis de leurs communautés, par exemple en faisant appel à des chefs religieux. ▪ Les jeunes démobilisés doivent être utilisés pour soutenir la démobilisation des groupes armés. ▪ Une volonté politique est nécessaire

<p>Meilleures pratiques apprises</p>	<ul style="list-style-type: none"> ▪ Qui vous connaît ou vous identifie en tant que médiateur ? Qui êtes-vous ? - Tant qu'on ne répondra pas à cette question, il y aura du sabotage de la part du gouvernement et de la communauté. ▪ Innovativité - nous devons être innovants et créatifs - ne pas trop dépendre des donateurs pour le financement - connaître la durabilité du projet avant de le lancer. ▪ Planifier correctement le DDR - impliquer la famille et les leaders locaux - de peur que nous continuions à opérer dans les niveaux supérieurs. 	<ul style="list-style-type: none"> ▪ Inclure les femmes dans la cellule opérationnelle de la GCC. ▪ Documentation ▪ Encourager la CIRGL à formaliser la CdP et à poursuivre son partenariat avec le PNUD. ▪ Quels sont exactement les éléments clés qui peuvent être mis en œuvre conjointement ? 	<ul style="list-style-type: none"> ▪ Agence des femmes burundaises dans le processus de paix d'Arusha ▪ Penser stratégiquement à la durabilité ▪ La solidarité peut faire disparaître les différences ▪ L'agence des femmes congolaises pour s'imposer 	
<p>Plans d'action/Comment utiliser les leçons dans leur propre contexte ?</p>	<ul style="list-style-type: none"> ▪ Disposer d'un pool de médiateurs issus des communautés, du niveau national et de différents pays. • Former délibérément les médiateurs - inclure les jeunes, les hommes et les femmes. • Les canaux de communication doivent être ouverts du niveau communautaire aux dirigeants et vice versa. 	<ul style="list-style-type: none"> ▪ Le pool de médiateurs communautaires ▪ Formation intentionnelle des médiateurs ▪ L'inclusion de : Genre ; Femmes ; Jeunes ▪ Flux d'informations - entre les dirigeants et la communauté 	<ul style="list-style-type: none"> ▪ Les femmes doivent se rapprocher de leurs partenaires pour harmoniser les réseaux de médiatrices dans la RGL [S'assurer que les femmes et les communautés sont pleinement engagées dans le processus de DDR, y compris dans la phase de planification]. 	<ul style="list-style-type: none"> ▪ Réunion de plaidoyer en mars 2023 à Goma, avec l'aide d'un facilitateur. ▪ Développer un document de travail pour la réunion proposée à Goma. ▪ Consulter la communauté sur la



	<ul style="list-style-type: none">• Implore les femmes d'utiliser le modèle de leadership de la maternité.	<ul style="list-style-type: none">▪ Leadership des femmes dans les processus de paix	<ul style="list-style-type: none">▪ Développer une stratégie de plaidoyer▪ Synergiser tous les efforts par le biais du MI pour la CdP du DDR.	<ul style="list-style-type: none">▪ mobilisation des ressources▪ La gestion intégrée doit être intégrée dans les programmes PCDRSS/DDR.
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3.3. Évaluation

Dans leur évaluation, les participants ont résumé l'atelier comme suit :

- Les participants ayant besoin d'un visa de voyage devraient bénéficier d'une aide pour faciliter leur demande et leur paiement.
- Logistique - les organisateurs ont fait un excellent travail en très peu de temps.
- Atelier - les participants ont été très actifs ; ils ont un potentiel important et cet atelier a été instructif car il a donné l'occasion de présenter (expériences) et de faciliter une session ;
- En tant que CdP, nous devons éliminer les préjugés de notre esprit - les préjugés trahissent le processus de paix.
- Ne sous-estimez aucun groupe, qu'il soit jeune ou âgé, il peut délivrer un message d'espoir.
- Que la paix dans notre région, dans notre continent commence avec nous.
- Nous devons faire partie du DDR et des programmes.
- Le dialogue a été formidable pour tout le monde et a donné l'occasion de contribuer - c'est une bonne pratique.
- Engagement envers la recherche - pour l'établissement de preuves
- La collaboration est essentielle - entre la CIRGL, le gouvernement, les OSC, etc. dans le développement de la paix.
- C'est un bon début pour la mise en œuvre du DDR dans les communautés.
- Intégrer la recherche dans les programmes et collaborer au niveau régional.
- Nécessité de tirer parti des structures existantes - MCVE, FemWise, ICGLR, IM (CoP).
- Le partage d'expérience est important
- Nous devons documenter nos activités
- Nécessité de renforcer les capacités des membres de la CdP
- Mobiliser le soutien régional pour la crise humanitaire en cours dans la région.
- Intégration culturelle - populariser les aspects positifs de la musique congolaise.
- Documentation des acteurs en RDC [Il existe un cadre au sein d'OCHA avec ces informations].
- Lancement d'une initiative pour faire écho aux voix de ceux qui souffrent - avec les Chefs d'Etat.
- Inclure et inviter les ambassadeurs dans et à ces réunions.

3.4. Clôture

Pezu Makwakwa, analyste du PNUD en matière de gouvernance et de consolidation de la paix, a remercié toutes les personnes qui ont pu assister à l'atelier. Elle a également félicité l'équipe de la CIRGL et le PNUD pour leur assistance dans les différentes questions logistiques. Elle a souligné que l'atelier était très important pour le processus de paix dans la RGL et sa population.



Le directeur de la paix et de la sécurité de la CIRGL, M. Jean Eudes Bisonga, a déclaré que c'était un plaisir de présider la clôture de l'atelier. Il a soutenu les recommandations formulées par les participants en affirmant qu'il était primordial de les prendre en compte. Il a noté qu'en tant que membre et observateur du GCC, il a soutenu l'appel à inclure les femmes dans le groupe opérationnel.

Il s'est fait l'écho de l'importance de documenter les meilleures pratiques et les leçons apprises en matière de consolidation de la paix. Me Bisonga a appelé les participants à formaliser de toute urgence la CdP afin d'accélérer le partenariat avec la CIRGL.

« Nous (devrons) nous réunir et concilier la CdP, le DDR avec d'autres médiateurs », a-t-il ajouté, précisant qu'il était en discussion avec le PNUD sur la tenue d'une réunion pour discuter de cette proposition. Il avait été précédemment recommandé que la CdP soit domiciliée à la CIRGL.

Pendant ce temps, M. Bisonga a informé les participants que le CGRLR mettra en place un système d'alerte précoce pour encourager les efforts de consolidation de la paix dans la région. « Nous avons une telle structure en collaboration avec l'A, d'ici janvier, nous aurons des discussions avec l'UA. Vous êtes les bienvenus pour offrir des contributions à ce système, et nous nommerons certains d'entre vous à cette fin », a-t-il conclu.

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SPECIAL COURTS AND OTHER MEASURES FOR FAST-TRACKING SEXUAL AND GENDER BASED TRIALS

A rapid assessment of effectiveness

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Introduction

This is a rapid assessment report of the effectiveness of special courts, sessions and procedures established under Commitment 8 of the Kampala Declaration (2021) of the International Conference of the Great Lakes Region (ICGLR). During a Special Session on Sexual and Gender Based Violence (SGBV) ICGLR Heads of State and Government resolved to direct concerned ministries to establish and strengthen special courts, sessions, and procedures with the aim of fast tracking SGBV cases in the police and the judiciary. The Special session was convened pursuant to the Protocol on the Prevention and Suppression of Sexual Violence against Women and Children (2006) in which member states undertake to prosecute and punish the perpetrators of crimes of sexual violence¹, and to ensure that that the criminal procedures for the prosecution of persons accused of sexual violence crimes are gender sensitive, taking into account the trauma and emotional state of the victims and survivors.² Commitment 8 of the Kampala Declaration was in response to reported long delays, as well as inadequate gender-sensitivity, and technical capacity in the criminal justice handling of SGBV cases.

Background to the assessment

In 2012 the ICGLR commissioned an exploratory study to provide the ICGLR and its member states the analyses and other tools for the establishment of special courts, sessions, and procedures, and for strengthening any relevant mechanisms.³ The report highlighted the advantages of the special measures in strengthening access to justice for survivors of SGBV drawn from experiences in different jurisdictions. It also provided tools, including good practices to guide the ICGLR member states. In 2019 the ICGLR sought to assess progress made in the establishment and/or strengthening of the special courts and other special mechanisms to fast-track SGBV courts. The study, supported by the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) confirmed that four (4) out of the twelve (12) ICGLR member states had operationalised special courts or sessions for the trial of SGBV cases.⁴ A further four (4) countries had established special procedures for handling and fast-tracking sexual offences cases through the criminal justice system.⁵ Zambia had established special courts in six out of its ten provinces, having launched its SGBV fast track court in Kabwe Province in January 2016.⁶ Almost all ICGLR countries had made significant progress in enacting laws for the prosecution of SGBV crimes.

¹ Article 4, ICGLR Protocol on the Prevention and Suppression of Sexual Violence against Women and Children (2006)

² Article 6 (5).

³ Eugene Ntaganda (2012), Exploring the special judicial responses to SGBV: Best practices, challenges and guidelines in the Great lakes region

⁴ Burundi, Uganda, Zambia, and DRC.

⁵ Kenya, Rwanda, South Sudan, Republic of Congo. See Butegwa Florence et al (2020), Progress made in the establishment and strengthening of special courts/mechanisms for fast tracking sexual offences in the criminal justice system in the ICGLR, Report of a study commissioned by the Regional Training Facility of the ICGLR, p. 18

⁶ Ibid p. 10. See also <https://www.judiciaryzambia.com/2018/11/21/launch-of-the-chipata-user-friendly-fast-track-court-for-gender-based-violence/>; <https://www.judiciaryzambia.com/2018/10/31/addressing-gender-based-violence-launch-of-the-mongu-user-friendly-fast-track-court-for-gender-based-violence/>

In December 2019 the Ministers responsible for gender and justice in the member states of the International Conference on the Great Lakes Region approved the Model legislation on the Establishment of Special Courts and other Mechanisms to fast-track Sexual Violence against Women and Children.⁷ The model law was adopted as a tool to facilitate the strengthening of legislation and other mechanisms for improved access to justice and protection of victims and survivors of sexual and gender based violence in line with article 6 of the International Conference on the Great Lakes Region protocol (2006).

It is within this context that UN Women has commissioned this rapid assessment of the effectiveness of the various mechanisms adopted by member states, including special courts, special procedures, and other special mechanisms necessary to fast-track prosecution of SGBV cases, address impunity, and enhance access to justice for survivors. The specific objectives of the assessment are to:

- a) assess the effectiveness of the various mechanisms adopted by member states.
- b) provide concrete examples and data from a sample of states that have implemented these special mechanisms.
- c) highlight the strengths and/or weaknesses of the various mechanisms and come up with recommendations to strengthen the effectiveness of the mechanisms; and
- d) develop a position paper for presentation to the next summit of Heads of States, tentatively planned for February 2023, to support the adoption of the Model Law with recommended amendments (if any).

The overall aim is to provide evidence-based assessment of effectiveness of the special measures, as a basis for continued advocacy for the adoption, and implementation of the Model Law

Methodology

The assessment is based on the qualitative analysis of information collected through desk review of documents available in the public domain, and those made available by the ICGLR-RTF.

In assessing the effectiveness of the special courts, sessions, measures or other mechanisms, particular emphasis is put on the objectives of the relevant state commitments in the Kampala Declaration (2011), and the broader Protocol on the Prevention and Suppression of Sexual Violence against Women and Children. The two purposes for the special measures are:

- a) To fast-track SGBV cases in the police, and the Judiciary; and
- b) To improve access to justice and protect SGBV victims/survivors (in accordance with Art. 6 (5) of the Protocol).⁸

These purposes are well aligned with the principal objectives of the Protocol, namely, the provision of protection for women and children against the impunity of sexual violence; and the prosecution and punishment of SGBV perpetrators.⁹

The effectiveness of the special courts, sessions, procedures, or other mechanism adopted by ICGLR member states is therefore assessed against four criteria:

1. Progress in fast-tracking the investigation and trial of SGBV cases

⁷ https://icglr.org/images/LastPDF/Gender-Annex_2_-Model_Law_ICGLR_2nd_December_2019.pdf

⁸ Paragraph 8, Kampala Declaration (2011).

⁹ Article 2, Protocol on the Prevention and Suppression of Sexual Violence against Women and Children

2. Provision of adequate survivor/victim-centred services
3. Protection of survivors/victims through issuance of protection orders and other interim orders
4. Perpetrator accountability and reduction of attrition

The assessment also explores enabling factors, and challenges before making recommendations.

Main findings

Fast tracking

In the Democratic Republic of Congo (DRC) the law on sexual violence modified the Code of Criminal Procedure and aims to fast-track the prosecution of SGBV crimes by setting a deadline of one month for investigations and three months for prosecutions. The judicial police are under an obligation to notify the office of prosecutions within 24 hours of the filing of an SGBV complaint. This is intended to facilitate the involvement of the prosecution at an early stage, during the investigations stage.¹⁰ In Burundi a weekly special chamber within its existing court system is mandated to deal with GBV cases including sexual offences. To facilitate easy identification, listing and expedited trial SGBV case files are red colour coded.¹¹ In Zambia the Anti-Gender-Based Violence Act (2011) requires the police to respond expeditiously to a request for assistance from SGBV.¹² In Angola a Domestic Violence Section was established within the National Criminal Investigation Directorate.¹³

In addition to the police-specific measures, some countries are operating special courts or special sessions with the explicit purpose of fast tracking SGBV trials. As state above Zambia has set up special courts in 6 of its 10 provinces. In DRC GBV control units are operational in seven provinces namely, Bandundu, Bas-Congo, Nord Kivu, Sud Kivu, Province Orientale, Kinshasa, and Katanga.¹⁴ Uganda completed its third special multi-court and multi-partner special sessions in 2021. South Sudan inaugurated its SGBV special court in 2020¹⁵ while Kenya launched its first in March 2022.¹⁶

Effectiveness of the special fast track measures

There is evidence that special fast-track courts, sessions and mechanism significantly reduced the duration of SGBV trials. Uganda's pilot fast track sessions in 2017 completed 350 cases in 5 sessions in 3 weeks only. An ordinary court session would handle a maximum of 40 cases only over a 6-month period.¹⁷ In 2019 the Uganda Judiciary with the partnership of UNFPA held a further 13 special sessions focusing on fast-tracking SGBV case. At least 788 SGBV cases that were backlogged in different parts of the country were finalised in a period of just 40 days. The country further launched its third special gender-based violence (GBV) court sessions which ran for 45 days from August 31, 2020, indicative of

¹⁰ COVAW et al, (2015), Submission to the Secretariat of the International Conference on the Great Lakes Region (ICGLR) on the Implementation of the Kampala Declaration in Member States at p.2; <https://redress.org/wp-content/uploads/2017/12/151125ICGLR-Submission-on-SGBV.pdf>

¹¹ Supra note 5 at p.10.

¹² Section 7, Anti-Gender-Based Violence Act 2011.

¹³ UNODC (2021), Report on Criminal Justice System Responses to GBV in the SADC Region, p.10.

¹⁴ Supra note 5

¹⁵ <https://radiotamazuj.org/en/news/article/special-court-launched-to-try-gender-based-violence-cases>

¹⁶ <https://nation.africa/kenya/blogs-opinion/blogs/special-courts-for-sgbv-cases-historic-move-3748014>

¹⁷ UNFPA, Special Courts in Uganda: Enabling access to justice for survivors of gender-based violence, Issue Brief 8, available at <https://uganda.unfpa.org/sites/default/files/pub-pdf/Issue%20Brief%208%20Special%20Courts.pdf>

the effectiveness of the fast-track sessions.¹⁸ Similarly an early evaluation of the Zambia special courts concluded that, “[t]he disposal of applications for protection and occupation orders is fast and efficient.” Magistrates are required to conclude the SGBV trial within 14 days.

Zambia has recorded a steady increase in reported GBV cases from 12,924 cases in 2012 to 26,370 cases in 2020, attributing it to more popular confidence in the criminal justice system.¹⁹ However, the reported GBV cases reduced from 26,370 in 2020 to 20,520 in 2021, representing a 23-percentage reduction. The reasons for the reduction of GBV cases in 2021 will be ascertained by the 2022 project assessment.²⁰

Survivor/Victim-centred services

The importance of survivor/victim centred services at all stages of the SGBV trial cannot be over-emphasised. Article 6(5) of the ICGLR Protocol on the Prevention and Suppression of Sexual Violence Against Women and Children provides as follows:

“Member States agree that criminal procedures for the prosecution of persons accused of crimes of sexual violence shall be sensitive to the emotional state of the victims and survivors of such crimes. Under these procedures, such victims and survivors shall give evidence in camera, or by video links, and they shall neither be compelled nor required to give evidence in open criminal proceedings, nor shall the casting of aspersions on their character and integrity be permitted as part of the defence of any person charged with a crime of sexual violence.”

It is important to avoid the retraumatisation of the primary and any secondary GBV survivors, and make available integrated health, psycho-social, and legal services as part of the overall criminal justice response to GBV. Examples can be seen in the One Stop Centres in Rwanda, and Zambia. The need for support to, and protection of GBV victims starts at family and community level. Countries like Rwanda, Zambia, and Uganda have integrated a community-based approach in the design and operation of the GBV special courts. Participating community-based centres, organisations, and faith-based institutions offer GBV surveillance, support, referral, and reporting.²¹

Ease of legal procedures and safe court environment

The criminal justice has a responsibility to adopt procedures that either eliminate or significantly reduce re-traumatisation of the victim. In DRC, for instance, a complaint can be made verbally or in writing to the police by the victim of sexual violence, or any other person on her/his behalf. The law also permits the judicial police to initiate criminal investigations if they suspect or get information that a sexual offence has been committed. Comparable provisions can be found in the Kenya Sexual Offences Act (2006) where a complaint can be made by any person on behalf of the

¹⁸ <https://uganda.unfpa.org/en/news/special-court-sessions-increase-access-survivors-gender-based-violence-commence>

¹⁹

²⁰ UN/Government of Zambia (2021) MPTF Annual Programme Narrative Progress Report, Reporting Period: 1 January 2021 – 31 December 2021, GRZ-UN Joint Programme on GBV Phase II at p. 7

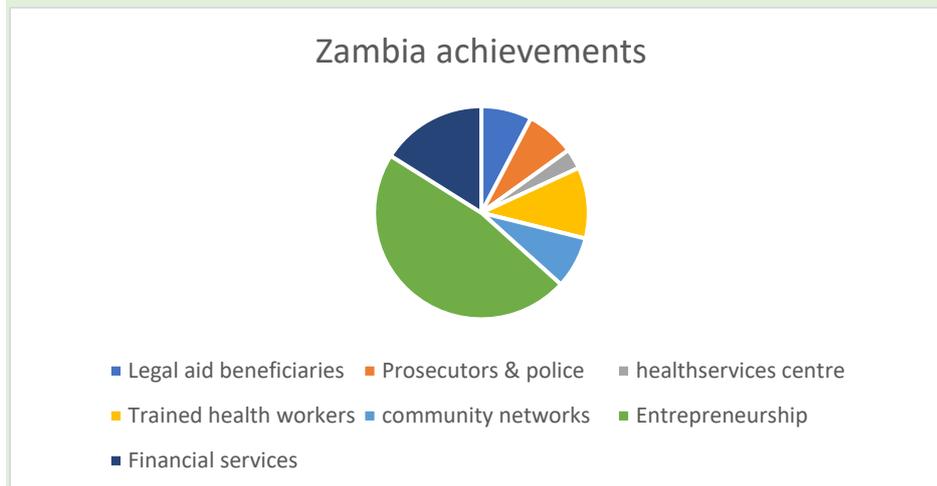
²¹ *ibid*

complainant if the latter is unable or inhibited from lodging and following up a complaint of sexual abuse.²²

The survivor kept informed of the progress of the case and role in the criminal proceedings and advised of her rights including the rights to prompt redress, privacy, safety from the alleged perpetrator.

Zambia as an emerging good practice on survivor-centred services

The establishment of the GBV Fast track courts (FTC) was part of a comprehensive package of initiatives in support of the implementation of the Anti-Gender Based Violence Act. There was recognition that key stakeholders needed to develop specialised skills in addressing GBV, structures were needed to provide integrated services to survivors, and for the most vulnerable, skilling in entrepreneurship and access to financial services was essential. The chart below shows the achievements of the initiative 2012 – 2016.



Two FTC were set up (a further 2 were inaugurated in 2017), in a coordinated approach that brought together 7 UN entities, and 25 Government and non-state actors.

Political will and the buy-in of all stakeholders were the most important enablers.²³

Enabling factors

Good will and buy-in

The good will of political leaders, and the buy-in of key stakeholders in the criminal justice system is critical to the effective implementation of special fast track mechanism. Under the leadership of the Judiciary, it is imperative to engage in a process of dialogue and consultations towards a common purpose. Fast track mechanisms require an outlay of financial, technical, and other resources.

²² Sexual Offences Act, No. 3 of 2006, Section 2, see http://www.chr.up.ac.za/undp/domestic/docs/legislation_40.pdf

²³ George Zimbizi (2017), Independent Evaluation of the Government of the Republic of Zambia/United Nations (Grz/Un) Joint Programme on Gender Based Violence: Final report, pp.34-39

Countries implementing special fast track measures have flagged the need for new or redesigned court premises, equipment necessary for trials in camera, training, communication, and transport. The buy-in of government, development partners and individual organisations is an important factor in mobilising the necessary resources.

Capacity development and training

General Recommendation No. 35 on the obligation of states parties extend to ensuring that victims/survivors of gender-based violence have access to justice and to an effective remedy. The CEDAW Committee urges states to ensure that judicial bodies refrain from engaging in any act or practice of discrimination against women and to strictly apply all criminal law provisions punishing such violence. They should also ensure that “...all legal procedures in cases involving allegations of gender-based violence against women are impartial, fair and unaffected by gender stereotypes or the discriminatory interpretation of legal provisions, including international law.”

Gender-sensitivity, a clear understanding of the complexity of SGBV, and advances in the legal interpretation and application are critical to delivering effective access to justice by survivors and victims of SGBV. They not only protect against retraumatisation, but also are important for maintaining public trust in the criminal justice system.

All ICGLR countries report undertaking SGBV-centred training for the various actors in the criminal justice system in a bid to develop specialist capacity to effectively and expeditiously handle SGBV trials.

UGANDA: An emerging good practice in capacity building and training

Uganda intensive training in preparation for the special session is a good practice for the region. Participating were all key players in the criminal justice system, and CSOs that offer support to survivors, media, as well as representatives of the Bar. The training covered:

- How to handle the sessions to ensure that the victims are not further victimised or retraumatised.
- Understanding trauma and how it affects the testimony of the witness or victim.
- Forensic requirements of SGBV cases.
- How to customise the court environment to make a victim comfortable/ especially child victims.
- How to interview a victim with a gender lens.
- How to use a gender lens whilst handling the SGBV cases.
- Techniques for questioning victims
- How to handle the secondary victims
- Use of anatomical dolls and other aids for the SGBV testimony
- Options for obtaining evidence other than the victims statement

For continuing learning, Uganda has the Judicial Training Institute (JTI) which organises regular training for judicial officers. A training manual for judicial officers on gender-based

violence was developed with support from partners. The manual and *Gender Bench Book* are resources for supporting the Judiciary to strengthen its internal capacities to deliver justice in a gender-responsive manner.

Multi-sectoral/functional approach and coordination

All countries implementing SGBV special courts report adopting a collaborative approach, bringing together personnel from the judiciary, investigation, and prosecution services, as well as medical and social/welfare officers. Uganda, for instance, established “...a multisectoral working group to enable collaborative, multi-functional, inter-agency and community-based approach.”²⁴ To support the coordination standard operating procedures (SOPs) were developed and adopted. The SOPs set out clear procedures, roles and responsibilities for each actor in the criminal justice response. Although Rwanda has not established special courts or sessions, one of the factors contributing to the success of its *Isange* One Stop Centre (OSC) is the victim-centred collaboration between the police investigators, medical, legal, psychological, and social assistance personnel.

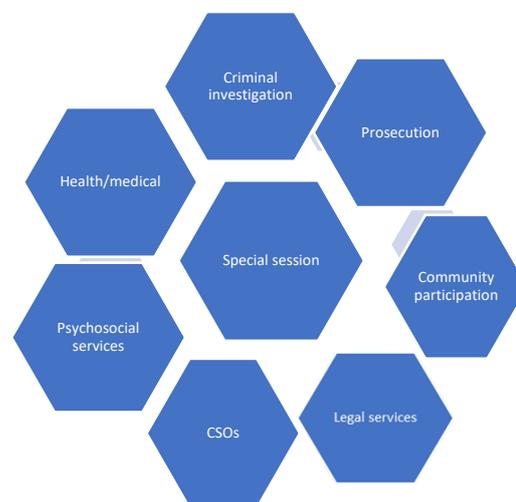


Figure 1 Examples of key actors in the criminal justice system

Challenges

Inadequate legislative framework for fast-track special courts

In many of the countries implementing fast track measure there are gaps in the existing legislation, with negative impacts on the expressed objective of the courts. For instance, in Zambia the Anti-Gender-Based Violence Act refers to the Criminal Procedure Code and Penal Code for SGBV criminal trials. The Codes were not designed for fast-tracking cases. While under the Act SGBV cases could be tried in a magistrate court, sentencing powers often lie with the High Court, with consequent delay.²⁵

²⁴ Supra note 17 at p. 4.

²⁵ Elena Lakso Tesáková, *The Establishment of Fast-Track and User Friendly Courts in Kabwe and Lusaka to Fight Gender-Based Violence Cases: Ambitions, development, and practice (Minor Field Study)*, <https://gupea.ub.gu.se/handle/2077/53959?show=full>

In some countries SGBV complaints must be accompanied by a police form signed by a medical or health professional. There are reports that some health/medical officers are reluctant to sign the form or fill in incomplete information that has no or little evidentiary value. Partly due to resource constraints the police forms are often not available or cost-free, which affects access to the criminal justice system.²⁶

There remains a big legislative gap in ensuring an adequate remedy for survivors/victims of SGBV. Sentencing guidelines tend to focus only on the punishment of the perpetrator, and not on reparations. In most ICGLR countries there is no provision for information on expenses incurred by the victim as a result of the offence as part of the victim impact assessment reports.²⁷ Victims often incur medical expenses, transport costs, and loss of income.

Inadequate financial and human resources have played a role in the slow uptake of special courts and other mechanisms for fast tracking SGBV cases.

Lessons learned

1. Special courts, sessions and other mechanisms envisaged in the ICGLR Kampala Declaration are emerging as useful tools for fast tracking SGBV trials and ensuring access to justice for survivors.
2. While judicial officers and other key players in the criminal justice system are experts in their respective fields, achieving the objectives of the special courts requires regular specialised gender responsive training for effective handling of SGBV cases.
3. A multi-sectoral multi-level approach is essential for effective implementation of the special SGBV courts. Coordination leads to efficiency in resource use, better information sharing, and builds a platform in pursuit of a shared purpose.

²⁶ See for instance, note 10 a p.5.

²⁷ ICGLR-RTF (2019), Report on the Proceedings of the Regional Workshop for Judicial officers and Prosecution on Special Courts/Sessions/Procedures Mandated by the Kampala Declaration 2011 (Paragraph 8) at p. 11

BACKGROUND INFORMATION ON THE GENDERED IMPACT OF COVID-19 ON MEMBER STATES OF THE ICGLR WITH PARTICULAR ATTENTION TO ISSUES OF PROTECTION FOR WOMEN AND GIRLS (SGBV), ACCESS TO SERVICES FOR HEALTH, AND TRADE AND LIVELIHOODS

A REPORT ON THE IMPACT OF COVID -19 ON WOMEN AND GIRLS IN THE MEMBER STATES OF THE GREAT LAKES REGION, AND MEASURES ADOPTED TO RESPOND TO THE SITUATION

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SECTION A: BACKGROUND AND INTRODUCTION

1.0 BACKGROUND

The African Union Commission came up with a robust plan to stem the spread of COVID-19 in Africa. It provided guidance on the best mitigation mechanisms which ranged from increased vital healthcare facilities, infection prevention in healthcare facilities, clinical management of people with severe COVID-19 infection, and access to water and sanitation facilities among others.

This was mainly a health response that enabled African countries to overcome the worst of the pandemic, saved lives, but at great social and economic costs to governments and citizens. International borders were closed to stop transmissions across borders, and lockdowns in affected districts within countries were also instituted to localize infections. These resulted in closure of schools, disruption of business and economic activities, loss of jobs, limited access to basic social services, and many other financial and social consequences. *Even though well thought out and relevant, these responses did not address the specific gender issues that were exacerbated by COVID-19.*

The African Union Ministers in charge of Gender and Women's Affairs convened a Webinar meeting on the theme "COVID-19 Responses and Recovery – A Gendered Framework" on 12 May 2020. The meeting was convened under the Co-Chairpersonship of Her Excellency Beatrice Lomeya Atilite, Chairperson of the Bureau of the African Union Specialized Technical Committee on Gender Equality and Women's Empowerment and Minister of Gender, Family and Children of the Democratic Republic of the Congo and Dr. Phumzile Mlambo-Ngcuka, *Executive Director* of the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), in partnership with the United Nations Economic Commission for Africa (UNECA); to urgently deliberate on the phenomenal impact of the COVID-19 pandemic on African women and girls. The objective of the meeting was to articulate strategic priorities for a gender-responsive crisis management and response in the short term, and for a long-term gender transformative recovery framework.

A number of issues were agreed upon viz, to mobilise a collective African response to COVID-19 and developed a continental strategy by the AAU heads of states under the leadership of H.E Cyril Ramaphosa, President of the Republic of South Africa and Chairperson of the African Union; reaffirm the commitments and obligations towards gender under the several regional frameworks; recognise the pandemics' gender dimension on women who are most affected due to their nature of work in the informal sector which was most hit; concerns about the SGBV increase during the lockdowns and the effects of prolonged school closure; acknowledge the necessity of sex aggregated data which can be used to guide decisions; adopt lessons from previous pandemics like Ebola and HIV/AIDS.

These agreed to work with governments to ensure that women are at the centre stage in COVID-19 responses; have gender sensitive legislations that respond to the pandemic; members to uphold their obligations towards the protection of women and girls from SGBV; ensure availability of basic

services to reduce the strain on domestic expenditures; economic relief that target the informal sector and women owned businesses; the media to have gender sensitive reporting; and the leadership to always throw a light on the peril situation of women in the pandemic.

DIFFERENTIAL IMPACT OF COVID ON WOMEN AN GIRLS

COVID-19 has had an inherent differential impact on women and girls.

Health Services

- Globally, women constitute about 70% of healthcare workers. This implies that more women are exposed to the virus in the health sector than men.
- In the early days of the pandemic when PPEs were not readily available, many health care workers got infected, including women.

Economic Services

Women further constitute a higher proportion of informal sector workers with limited social protection. Their jobs were the first to go with limited compensation. Those who are self-employed in small and medium enterprises and in cross border trade suffered immense losses during this period. Women are the main providers of unpaid care work; and this increased when family members fell ill from COVID-19 and when children were home because schools were closed. This was in addition to the other social and economic disadvantages they suffered because of the pandemic.

PROTECTION FOR WOMEN AND GIRLS (SGBV)

- COVID-19 further exacerbated the risks of Sexual and Gender Based Violence (SGBV) according to a report by UNFPA on the impact of COVID-19 on GBV; “early data shows that there was a 777% increase in calls to national hotline post COVID-19 in Kenya”.
- In South Sudan, there was a 72% increase in reported cases in protection monitoring in May 2020 compared to January 2020.i”
- In a report published by the Daily Monitor in Uganda, 56% of 5,000 women across the country interviewed by the Uganda Bureau of Statistics (UBOS) had experienced both sexual and physical violence from their partners which were amplified by the economic distress caused by Covid-19 ii.”
- Additionally, there was limited access to protection services during the height of the pandemic and in lock downs.
- The everyday life of the girl child was not spared by the pandemic either. According to UN Women and UNFPA “a multiplicity of factors associated with the pandemic has increased the risk for girls to engage in risky sexual behavior, as well as to become victims of sexual violence and exploitation.

- School closures during the height of the pandemic resulted in girls spending more time with boys and adult men, often in confined spaces.”ⁱⁱⁱ This resulted in an increase in teenage pregnancy and consequently school dropout.

Africa’s bold and robust response to COVID-19 stood out, with African countries contributing to only 3.6% of cases and 3.6% of deaths worldwide as of November 13, 2020.”^{iv}. This was based on the ability to prevent, detect, and respond to public health threats, but overall, this came with a pressing need to address the substantial implications for gender equality and the social and economic consequences.

2.0 INTRODUCTION

Three meetings were held by the AUC on 24 April 2020, 29 April 2020 and 7 May 2020 that focused on the Impact of COVID-19 on GEWE, AU Guidelines on Gender-Responsive Responses to COVID-19 and Enhancing Women’s leadership in COVID-19 respectively.

To reiterate the importance of addressing the gender dimensions of COVID-19, African Union in partnership with the UN Women and the Economic Commission for Africa (ECA) further convened African Ministers responsible for Gender to share their experiences and good practices on a “Gendered Framework” in the response to COVID-19, on 12 May 2020.

The meeting brought together more than 200 participants and representatives from more than 40 African countries, from government, civil society, and the United Nations. **Only four countries from the ICGLR were in attendance, viz. Democratic Republic of Congo, Kenya, Uganda, and Zambia.**

The meeting broadly looked at mitigating the impact of COVID-19 on women and girls in Africa and a gender review of the response and recovery efforts. Specifically, the Ministers discussed: -

- Key lessons learned and good practices in gender responsive crisis management and mitigation with regards to COVID-19.
- Strategic priorities to advocate for in the short term for a gender responsive crisis management and response, and in the long term, for a gender transformative recovery framework.
- Key actions to be prioritized at regional and country levels.

Key outcomes of the meeting of Gender Ministers of ICGLR held on 12 May 2020: -

- Participants acknowledged the leadership of the AUC for recognizing the need to address the gender dimensions of the pandemic and initial consultations to develop guidelines on mainstreaming gender and enhancing women’s leadership in the COVID response.
- The importance of disaggregated data, including sex-disaggregated data, to guide response and recovery strategies was acknowledged.

- Leaders to continue to sound the alarm on the disproportionate impact of COVID-19 on women and girls.
- Member States to protect women and girls from SGBV by increasing protection services including online services, instituting emergency warning systems, providing safe spaces for women where they can access psycho-social and legal support and protection from abusers, and increasing public awareness on SGBV and its reporting.
- Economic rescue measures to be provided to women-led businesses including those in the informal sector. Such measures to consider increase in unpaid care work because of the crisis.
- Policies and plans implemented to ensure retention of girls in school, including pregnant and parenting female learners.
- Member States to decrease the financial burden on households by ensuring continuity of basic services such as water, electricity and where required, provide safety nets, including cash, food, and agricultural livelihood-saving interventions.

UN WOMEN as a follow up to the meeting of the Gender Ministers of 12 May 2020 has supported the ICGLR to convene this Technical Experts meeting of Ministries of Gender of member states of the ICGLR, *the majority of whom did not participate in the AU/UN WOMEN led COVID-19 meeting*, to:

- deliberate on the measures their countries had put in place to address the gendered impact of the pandemic; and
- discuss measures implemented in their various countries to implement the AU agreed measures on addressing COVID and Gender, i.e., the Outcome of the AU/UN WOMEN meeting.

2.1 METHODOLOGY

The methodology used was qualitative which relied heavily on information that was available online. Data which had been collected by the ICGLR-Regional Training Facility on Prevention and Suppression of SGBV on five (5) Member States of ICGLR on the impact of COVID – 19 on SGBV was also utilized.

The five (5) Member States were: The Republic of Burundi, The Democratic Republic of Congo, The Republic of Kenya, The Republic of Uganda, and The Republic of Rwanda

3.0 EXECUTIVE SUMMARY: GENERAL FINDINGS

1.0 KEY INTERVENTIONS

Reports from the different countries revealed that there was an increase of SGBV during the COVID-19 period despite of efforts made by respective countries to reduce effect of the pandemic.

In addition to the usual social and cultural related causes, confinement/lockdown measures compelling the victim and perpetrator to stay together under one roof, especially in case of domestic and/or intimate violence, was found to be an important factor contributing to SGBV.

SGBV related instruments put in place by respective countries including national constitutions, policies, strategic plans, and laws were helpful in addressing gendered impacts of COVID-19.

Mechanisms to facilitate implementation of the mentioned national instruments such as ministries in charge of Gender, Internal security, Local Governments responded to the gendered impact of SGBV such as SGBV.

Support for addressing the gendered impact of SGBV was also provided in some countries via One stop centres addressing SGBV holistically covering the key pillars including medical, legal, psychological and social under one roof, GBV desks in some government institutions, hot line numbers to be called free of charge, programs and projects, civil society and faith-based organizations involved in fighting SGBV through a variety of programs and projects.

Digital technologies were used as tools to facilitate communication between the victims and service providers, which contributed to alleviation of SGBV in the different countries.

Trained participants were of the view that there is a wide gap in terms of needed awareness knowledge, skills and funding to tackle the issue of SGBV under the COVID-19 context.

Member States utilized commitments made under existing global, continental, regional and national legal frameworks that promote gender equality and the empowerment of women including the Protocol to the African Charter on Human and Peoples' Rights on the Rights of Women in Africa (Maputo Protocol) and the Beijing Declaration and Platform for Action, whose twenty-fifth anniversary is celebrated this year; and the gains made over the years in this regard.

As highlighted in the Declaration, it is recognized that that the impact of COVID-19 on women is multidimensional and that measures put in place to mitigate its spread disproportionately affect women.

While African women have remained resilient and are in the forefront of fighting the pandemic, there was unequal representation of women in COVID-19 response planning and decision making.

The socio-economic impact was concerning- the burden of unpaid domestic and care work has aggravated;

Unemployment has been on the rise in female-dominated sectors such as childcare, education, domestic work, retail, hospitality and leisure industry as well as other service sectors including daily wage workers who have limited access to social protection;

Informal business and cross-border trade which is women-dominated has suffered greatly as a result of the lockdowns and movement restrictions;

Small-scale women farmers have been impacted due to their vulnerabilities and limited adaptive capacities to climate change and disruption to the farming calendar;

Increased of sexual and gender-based violence against women and girls during the period of lockdowns;

Prolonged closure of schools and the diminished protection from relevant authorities create an enabling environment for girls' school dropout, child marriage and sex transactions between young girls and older men, as a means of economic survival for families;

Responses that do not sufficiently integrate gender equality and which exclude women from decision-making platforms and response mechanisms will contribute in widening the gender gap during and after the pandemic, and that gains in women's accumulation of human capital and economic empowerment built over the past decades could be reversed;

Noted that COVID-19 response and recovery scenarios afford an opportunity to increase protection for women and girls based on the lessons learned from this global crisis and previous pandemics such as HIV/AIDS and Ebola virus response;

Acknowledge the importance of sex-disaggregated data to guide response and recovery strategies based on how the situation of the population affected by the pandemic is evolving, including on differing rates of infection, differential economic impacts, differential care burden, and incidence of domestic violence, child marriage, girls' pregnancy, exploitation and sexual abuse;

Ministries of Gender committed to work with our governments and counterparts to ensure that gender sensitive and responsive perspectives are integrated in all national COVID-19 plans and

response strategies, including the allocation of resources to implement interventions that mitigate the impact of COVID-19 on women and girls and ensure that:

- a. **Women and women-led organizations are at the center of all COVID-19 response and recovery plans and efforts, starting with sustainable** access to quality life-saving care for effective COVID-19 prevention, including tests, medicines and that personal protective equipment are available for free or at subsidized prices for women and girls;
- b. **Executive and legislative institutions respond to the COVID-19 pandemic with gender sensitivity** by ensuring the participation and inclusion of women, including women with disabilities and young women, in decision-making, adopting gender mainstreaming procedures and policies and access to resources;
- c. **Every Member State in Africa adheres to their legal obligation to protect women and girls from sexual and gender-based violence by** increasing protection arrangements including online services and setting up emergency warning systems, creating safe spaces for women to seek psycho-social and legal support and protection from abusers, and increasing public awareness (newspaper, radio, television or social media campaigns, etc.) on sexual and gender-based violence and its reporting, with the support of civil society organizations;
- d. **Member States decrease the financial burden on households** and ensure continuity of basic services, such as housing, water and electricity and provide adequate safety nets, including cash and food, agricultural livelihood-saving interventions;
- e. **Economic rescue measures are provided** to women-led businesses including those in the informal sector using subsidized and state-backed loans with flexible repayment schedules, subsidized inputs, tax and social security payment deferrals and exemptions. In addition, businesses should be supported in establishing flexible work formulas and providing paid leave to help workers accommodate the increase in unpaid care work as a result of the crisis;
- f. **Girls in Africa continue learning** and policies and plans are effectively implemented to ensure that girls especially those from poor households, and pregnant and parenting female learners are retained in school after the pandemic, including through financial support;
- g. **Sex disaggregated data is collected** to improve response and recovery interventions and plans as the crisis progresses and learn from the present crisis and plan for future ones;
- h. **Media houses are supported to integrate gender-sensitive reporting** as an essential part of their media practices in COVID-19 coverage;
- i. **Leaders must continue to sound the alarm** on the disproportionate impact of COVID-19 on women and girls.

4.0 CHALLENGES:

Whilst men were majority infected by covid-19 in Rwanda, the United Nations and the CSO disclosed that the combination of economic and social stresses brought by the COVID-19 pandemic, as well as restrictions on movement, have dramatically increased the number of women and girls facing abuse, in almost all the country (PFTH, Webinars, 2020) despite the Rwanda Government effort to slow the pandemic and its consequences. (Pro-Femmes/Twese Hamwe, Webinars, 2020).

Also, data from 6 Isange One Stop Centres in the country revealed that physical violence against women increased by 5% in two months of lockdown (Oxfam report, 2020).

The other challenges highlighted in for example Rwanda included: Increase in intimate partner violence (IPV) against women; Increased women care work and domestic responsibilities; Desperation, isolation, deprivation and food insecurity; Domestic child abuse and unwanted pregnancies among girls; Emotional, mental and physical abuse (some men were also abused by wives for not being able to provide for the families)¹;

Inability to access services; and deaths.

In the case of Rwanda it was noted under a MIGEPROF rapid gender assessment (RGA) from March to October 2020, *revealed* that overall, 30.4% of women and 18.8% of men perceived an increase in the incidence of SGBV cases in their respective communities during covid-19.

SGBV incidence increases as follows².

- Women were the most affected economically, their small businesses stopped and income sources reduced as their majority is in the informal sector: small business holders, daily and casual workers suffered directly;
- Business operated by women have been the most affected compared to men due to COVID 19. Majority of women (54%) have closed their businesses compared to men (49%);
- Women and girl children were more likely than men to experience SGBV which increased as result of lockdown, movement restriction and less access to SGBV support services. Below is the situation on how SGBV cases were handled by the judiciary.

Other challenges observed in ICGLR Member States included:

Limited awareness among populations in general and SGBV victims in particular on existing services and opportunities (e.g.: policies, laws, institutions, different service providers, etc) aimed at protecting and promoting their rights;

¹ Interview with Nsabimana (pseudo) in Kimisagara, father of 2, abused by wife

² MIGEPROF, 2020. Rapid Gender Assessment (RGA) on the Impact of COVID-19 on Women and Men in Rwanda Final Report

Limited capacity among service providers in terms of knowledge and skills on how to handle SGBV cases;

Long distances to be covered by the victims, limited reporting of SGBV cases due to high level of tolerance by communities which are conniving with perpetrators to handle the issues themselves to the detriment of the victims;

Limited facilities to collect and preserve evidence to inform prosecution and limited funding for SGBV related programming.

Limited reliable data/statistics to illustrate the link between SGBV and COVID-19 context.

Limited capacity among service providers in terms knowledge and skills to appropriately handle cases of SGBV, was observed.

The reopening of schools, social amenities and the economy, upon lifting of movement restrictions (lockdown), had a positive impact on SGBV interventions, this was highlighted in Kenya. However, it was reported that the existing night time curfew was hampering SGBV reporting and response.

Another glaring challenge was lack of safe houses for temporary shelter for SGBV victims.

Different stakeholders/professionals had innovated strategies of SGBV messaging. For instance, an NGO was reaching out to members and officials of Cooperative Societies using the 4Rs – Recognize, React, Respond and Refer, this was cited in Kenya.

Another innovation was gender and human rights defenders using their homes as safe havens for SGBV victims, this was also cited in Kenya.

Technology was also being utilized as a mechanism for prevention and response to SGBV through toll free lines and Apps for information and reporting.

Participants were reminded by the police that P3 forms for SGBV cases were free and they should report to the officer-in-charge any hiccup in acquiring this crucial document.

The need to go beyond reporting on the number of SGBV victims and report on the number of perpetrators processed through the criminal justice system was highlighted.

Inadequacy of gender desks at police stations should not be an excuse for inaction in addressing the vice of SGBV was noted.

Cases of SGBV were compromised in incidents where exhibits were mismanaged by first responders in situations where the first responder was not a police officer.

There was an urban bias in SGBV prevention and response. Most comprehensive prevention and response activities were concentrated in and around towns. This left the rural areas with scattered and poorly supported response initiatives.

Considering electoral cycles, participants were challenged to prepare to handle election-related SGBV cases alongside SGBV in COVID 19 period and the 'usual' SGBV.

During COVID-19 health systems were overloaded, and there was fear that the focus on caring for coronavirus patients risks drowning out the government's already considerable efforts to tackle SGBV as the two pandemics go together.

5.0 CONCLUSION AND RECOMMENDATIONS

- 1) **The overarching gender issues that arose during the pandemic are consistent across all the states in the region.** These include health risks, reproductive risk, risk of maternal mortality, protection risks for instance increased school dropouts, increased risk of early pregnancy, early marriage, female genital mutilation, increased risk of gender-based violence and risk to livelihoods, particularly for those women in the informal sector but also for women in the formal sectors that have to take up additional care and educating roles.
- 2) **The trends also indicate that women contributed less to the COVID- 19 response teams** despite being the majority in the health care sector. This means they were relegated to inferior roles as front liners to a tune of about 80% in the region which instead exposed them more to infections.
- 3) The AU Declaration should be adopted and formalized by ICGLR member states into a policy in order to secure the requisite finances for its implementation.
- 4) The implementation should be a strategic plan that has an implementation framework which can support Monitoring, Accountability and Learning.
- 5) **Gender mainstreaming and integration:** COVID-19 emergency preparedness and response plans as well as long-term recovery plans must be grounded in sound gender analysis, considering gendered roles, risks, responsibilities, and social norms, as well as accounting for the unique capabilities and needs of vulnerable women's groups.
- 6) **Sex-disaggregated data:** COVID-19 responses must be backed by sex disaggregated data. This will guide policymakers and programme designers to track, assess and develop timely gender analysis, which will support more effective and equitable response plans and

actions. Sex disaggregated data will also influence the allocation of resources and help in establishing a more inclusive response.

- 7) **Gender-budgeting:** Financial responses to COVID-19 should be gender responsive and acknowledge the differential needs of women and support gender-mainstreaming work related to COVID-19.
- 8) **Effective and full inclusion of women:** COVID-19 responses cannot be carried out in isolation from recognizing women as agents of change, creators, and innovators and to fully engage them as active citizens.
- 9) **Enforce existing commitments to gender equality and women's empowerment:** In these troubling times, it is important to continue to implement existing commitments to protect women's rights and promote gender equality and women's empowerment by invoking the enforcement of existing mechanisms such as the Maputo Protocol on Women's Rights, AU Constitutive Act, Solemn Declaration on Gender Equality in Africa.
- 10) **Document and share what works, find new and innovative ways of measuring success and affirming good practices:** As COVID-19 is not a point in time pandemic and there is likely to be other pandemics in the future, it is important to invest in evidence-based research, learn from best practices and ensure that at all times, women and girls are at the center of the emergency preparedness and response plans as well as the long-term recovery plans to build resilience against future shocks.

Other General Conclusions and Recommendations

- Increase awareness among populations from the different countries in general and victims in particular on existing policies, laws, mechanisms and associated services to assist any SGBV victims seeking help;
- Equip services providers with needed knowledge and skills to ensure SGBV cases received are properly handled;
- Scale up one stop centers services, where they exist, and establish them where they do not exist yet and ensure that SGBV victims have easy access to them;
- Adopt strategies to increase active participation of communities (e.g.: use of/increase implementation of transformative approaches such as MenEngage approach, Socioterapy, Living Peace and *Approches communautaires*) to report any SGBV case to the right authority;
- Scale up forensic services, where they exist, and avail them where they do not exist yet, to facilitate collection and preservation of evidence to inform prosecution and hence address the issue impunity among others;

- Conduct periodic national surveys (for example every 5 years) to produce statistics on the link between SGBV and COVID-19 whenever necessary;
- Train national trainers on formative research or training needs assessment to inform their training modules or curricula to be used in their respective countries and elsewhere.
- Despite COVID 19 actors in the management of SGBV (medical, psychosocial, legal and judicial) should be supported to continue to offer the package of services necessary for victims of SGBV while respecting the prevention and protection measures put in place by their respective institutions.
- Victims of SGBV must continue to receive services despite the pandemic and the response measures against COVID 19 put in place by health institutions.
- Include services for abused women and their children in COVID-19 response plans, and collect data.
- Context-specific risks should be regularly assessed to decide which essential SGBV services should be maintained, how and where these services will be delivered.
- SGBV service providers must be strengthened in capacity to adapt the mode of service delivery to the COVID 19 context.
- Educate healthcare providers on the risks of increased GBV during this time as per normal COVID-19 protocols to reduce risk of infection.
- Ensure that community outreach messages include information about the risk of increased domestic violence during COVID-19 and the availability of needed services.
- Economic recovery plans should be established, and the impact of food distribution to poor households which was done during COVID-19 should be appraised. COVID-19 showed glaring economic inequalities, bearing in mind that most women are in the poor bracket, they mostly worst affected.
- ICT usage was promoted in most countries of the Great Lakes Region, and online student rooms conducted.
- Tests, vaccines, ambulance hotlines were availed were provided for free or at subsidized fee.
- In some Member States One-stop centers provided holistic services for SGBV;

- Elementary Hygiene was provided, sensitization and campaigns undertaken, Basic medical services provided; and laboratories were better equipped.
- There is need to support national/community psychologists and psychosocial support teams bearing in mind that mental health was highlighted as a major challenge.
- Services should be provided to professionals who provide clinical supervision to care givers to avoid burnouts and ensure quality services (UNWomen project); Hotlines for calls 114; hospital psychological supports; online CSOs that provide mental health support services.
- **Judiciary/police pillar/regulatory:** Police sensitization messages, specialized hotlines for SGBV cases, Patrol and movement clearance should continue to be supported.
- Government and non-government entities deployed significant efforts to continually fight covid-19 while mitigating SGBV occurrence and supporting most vulnerable groups of people during the pandemic. This partnership should be maintained.
- Gender segregated information and services have been provided despite the pandemic difficulties.
- Gender equality measures and measures to address SGBV should continue to be prioritized.
- In-depth study on the impact of COVID-19 with emphasis on SGBV and its gendered impact should be undertaken on a continuous basis.
- Training for key stakeholders on how to handle such pandemics taking into account the gender dimension should be supported. This should include capacity building for all mental health and psychosocial service providers;
- Raising awareness about the gendered impact of COVID – 19 and psychosocial and mental health effects of SGBV should be continued bearing in mind that Covid-19 is still a threat and other pandemics can be handled better taking into account lessons learned.
- Government to continuously support small farmers and the informal business sector for sustainable food;
- Online psychosocial support to survivors of SGBV during Covid-19 should continue to be supported.; and provision of free medical services to those infected with COVID-19;

- There is need to reduce the cost of the DNA test provided by the national forensic laboratory in order to support investigation and prosecution of cases such as those related to SGBV which increased during the COVID-19 pandemic .
- There is also need to put in place a strong national strategy to identify, investigate and fully prosecute all cases of SGBV during the pandemic and state emergencies;
- Provide capacity building to judicial officers in handling cases of SGBV and also the cybercrimes including Cyber SGBV;
- Decentralise the One stop centres to grass root levels in order to make them accessible to SGBV;
- Support awareness raising and training on laws, policies and rights and evidence requirements to counter increased crimes that were witnessed during the COVID-19 pandemic.

Background information for this meeting focused on securing information with particular attention to: Protection for women and girls in respect to SGBV; Access to services for Health; and Trade and Livelihoods.

It is noted that comprehensive information and data on ICGLR Member States with particular attention to these areas: Protection for women and girls in respect to SGBV; Access to services for Health; and Trade and Livelihoods is still very scanty. Information gaps still exist, there is thus urgent need for more investment in research and utilization of avenues such as this meeting of gender experts to gather information and data on the gendered impact of COVID-19.

It is worth noting that the ICGLR-Regional Training Facility on Prevention and Suppression of SGBV (ICGLR-RTF) undertook research on the Impact of COVID-19 on SGBV in 2021 which is a commendable effort, however this research was limited in coverage and scope due to resource constraints. It covered only five ICGLR Member states, namely: (i) Burundi, (ii) Democratic Republic of Congo, (iii) Kenya, (iv) Rwanda, (v) Uganda and mainly focused on prevention and response to SGBV during the COVID-19 pandemic. It provided scanty statistical information which resulted, to some extent, in generic findings.

The shortcomings notwithstanding, the information provided by the ICGLR-RTF is a good foundation on which to undertake comprehensive research on gendered dimension of the impact of COVID-19 in respect to prevention and response to SGBV; access to service for health; trade and livelihoods in all the Member States of the ICGLR.

Considering that COVID-19 is a recent and ongoing pandemic, there is urgent need to support more research on the gendered impact of COVID-19 and to advocate for gender and sex aggregated data which will assist in planning and programming relevant interventions.

Information accessed via a Desk Review pointed to several findings in respect to the gendered impact of COVID-19 on Member States of the ICGLR with particular attention to issues of; Protection for women and girls in respect to SGBV; Access to services for Health; and Trade and Livelihoods.

A Gendered Impact of Covid-19 On Member States of The ICGLR with Particular Attention To Issues Of Protection For Women And Girls in respect to SGBV, Access To Services For Health, and Trade And Livelihoods

Limited information accessed via a Desk Review pointed to the following findings in respect to gendered response to COVID-19; Protection for women and girls in respect to SGBV; Access to services for Health; and Trade and Livelihoods:

I.0 ANGOLA

- i. Angola's population is at 31 million people. The state of emergency in Angola was declared in response to the novel corona virus.
- ii. The gender situation in the country is that about 33 per cent of women suffer physical violence. The recommendation in response to the COVID – 19 was to strengthen mechanisms to ensure the protection of girls and women as the community structures would break and lead to more risk for the already vulnerable especially from the intimate partners (UN Angola, 2020: 5).
- iii. It was noted that reduced access to sexual and reproductive health services was likely to increase the fertility rate which already stands at 6.2 births per woman (UNFP Angola, 2021).

The pandemic situation has brought additional difficulties to the daily activities of families, which is reflected in the access to products and services in the confinement phase.

The state has created several health structures, several programs have been carried out, within the framework of primary health care and ensure access to prevention, promotion and protection information to mitigate the impact of COVID-19 and its spread in urban and peri-urban areas and rural areas.

At first, there was difficulty in getting messages out to communities because most people did not believe the pandemic was real. Over time, choice to simplify the message and by thorough explanation of the full context to the families, enabled people to become more receptive to wearing masks and constantly washing their hands to prevent the spread of COVID-19 even away from the eyes of the authorities.

- Capacity building programs for Civil Society Organizations (CSOs) were carried out with trainings and transfer of technical knowledge using working tools adapted to the needs of the CSOs. With this, the Government sought to support community-based epidemiological surveillance.

- Angola has promoted economic and financial support programs for women vendors in the informal market, with support from some bank agencies. With this it has been possible for women to increase their business.

- Opening of bank installments with rates below 30% and distribution of manufacturing items (kits) to promote self-employment and self-business, such as shoe making, hairdressing, gardening, mechanics, building contractors.
 - The Social Cash Transfer Program "KWENDA" where the most vulnerable families continue to benefit from a fixed monthly income.
 - The creation of provisional Centers for the reception of homeless children and families, to avoid contagion on the streets.
 - Incentives for the creation of agricultural cooperatives headed by women, for the strengthening of family entrepreneurship and income generation, for families to promote their self-sustainability, where they received machinery, tractors, seeds, fertilizers
 - Opening of free phone lines (SOS), for reporting crimes of abuse and domestic violence.
 - Increased the network of support centers and assistance to victims of violence.
 - Several campaigns have been carried out to support the measures to contain COVID-19.
- Today, Angola has a population that is informed about COVID-19 and can exercise self-protection. In Angola, finding measures to mitigate the economic problems, to maintain the health and protection of the families is a continuous process.

2.0 BURUNDI

- i. Concern was raised in respect to the fact that Health services were focused on combating COVID-19 and other areas were in the course of the pandemic neglected.
- ii. The sexual and reproductive sector suffered much as statistics show that births with skilled attendants fell to 4,749 in April 2020 from 30,826 in April 2019.
- iii. Although Burundi did not impose lockdowns internal, cross border movements were constrained. As such women involved in cross border trade and those who usually secured good through cross border trade experienced more economic hardships due to their nature of work which is majorly informal.
- iv. SGBV was rife due to the economic constraints which were faced by most women who could continue engaging in cross border trade.

3.0 CENTRAL AFRICAN REPUBLIC

- i. According to information accessed, it was noted that there was a surge in SGBV as a consequence of the COVID-19 pandemic. According to the UNDP study, violence against women and children spiked to a tune of 69%.
- ii. This is from a state doing poorly in gender equality ranking second highest inequality in the world. The measures to reduce the spread of the virus like school and business closure have seen an increased burden on women due to reduced earnings. Women were thus confined

at home and fully dependent on their partners who are also their abusers while all this with limited access to health care services.

- iii. SGBV has increased by 10% and physical injury at 69%. Rape has also gone up by 25% and assault by 45%. 97% of the victims are female and 76 of these are children.
- iv. UNDP engaged the government on educating communities about the dangers of violence. These were disseminated through billboards, radio messages and social media on how to recognize and respond to SGBV.
- v. UNDP advocated for women's increased participation in COVID-19 responses so that decisions have a gender perspective.

4.0 DEMOCRATIC REPUBLIC OF CONGO (DRC)

- i. It was noted that the majority of women live in informal sector and sharply lost their income with the pandemic. The economic sector was most been most hit by the pandemic.
- ii. Food prices increased by 25% since the pandemic.
- iii. Psychosocial impact was registered due to closure of schools.
- iv. Although SGBV it existed prior to the pandemic, there was a 5% increment in violence in Kinshasa alone and these are only the reported cases.
- v. In respect to action taken, it was noted that: Marie Stopes set up mobile clinics for accessing fertility services which increased the usage of the services to 35% (from 1643 to 5819) visits and a 44% increment at CARE International services in the months of April and July, 2020 during the lockdowns.
- vi. Another intervention was a helpline by *Forum de Femmes Citoyennes et Engagées pour la Gouvernance la Démocratie et le Développement* in Kinshasa was set up to receive SGBV complaints

5.0 KENYA

- i. According to the recorded data, two in three adult women, especially those in the informal sector lost their income as an attendant consequence of the covid-19 pandemic. Yet, the government responses for recovery were not beneficial to these women in the informal sector as these were meant formal sector. This has been the story of recovery in many countries.
- ii. It was noted that a survey revealed that only 11% of women in the Mombasa region could afford to work remotely, a luxury that was not available to those in informal sector. While at the same time, demands increased for women who became bread winners in their homes.
- iii. The closure of schools increased this burden and coupled with the inadequate internet; women had to step in to home school their children. It was discovered that while schools

closed, 76% of women took on the responsibility of home schooling compared to the 24% of men.

- iv. School girls were more likely to drop out of school due to adolescence pregnancy. There was an increase in gender-based violence from 86 cases in February to a tune of 1,100 in June of 2020.
- v. The majority of health workers in Kenya are women; these reported inadequate Standard Operating which put them at a high risk of being exposed to the deadly virus. It was further reported that most of the positions in the Health Sector that are occupied by women do not include management or supervisory roles. The risk of infection with COVID was heightened by the fact that most women took on the roles of nursing and community engagements.
- vi. It was further noted that the national task force had only four women, an indication that women were not directly represented in the decision making concerning the handling of the pandemic and the issues of women were not well represented.
- vii. It was observed that the data on the number of infections, death and vaccinations are not gender reflective so it is hard to tell how women were affected in this area.
- viii. It was further observed that the measures taken by the Kenyan authorities did not reflect the actual consequences on ground. As it is reflected that the informal sector was hit harder, the alleviation was to the higher income earners. A gross monthly income of Kenya Shillings 24,000 (equivalent to USD 240) and above were given a 100% tax relief. This is way beyond what an ordinary Kenyan. There were other incentives like reduction of rental tax, VAT, temporary credit reliefs and the reductions by the central bank to encourage other commercial banks to reduce on their interests.
- ix. It was noted that bottom line is that many women and other vulnerable groups did not benefit from, these schemes, leaving them to plunge deeper into poverty with little social protection. A major contributor to this was lack of information. When the government put in place these measures, it did not sensitize on how the targeted beneficiaries were to access them but yet, much of it was sent to male dominated informal sectors- to areas like garbage collection, fumigation and drainage draining.
- x. Other consequences included mental health, and inadequate access to sexual and reproductive health which again affected women.

6.0 REPUBLIC OF CONGO

- i. It was noted that efforts were focused on combating COVID-19 that other health services were rather disrupted.

- ii. The responses saw a decline in the oil prices which is the major economic activity and thus the decline in the economy., projecting a negative growth of -1.2% by 2021. These affected the daily lives of the people.
- iii. By 2020, over 300,000 Congolese were living in absolute poverty, pushing the poverty rate to 53.3%. Women in the informal sector bore the brunt of all this.
- iv. The health sector was strained and other areas like the sexual and reproductive health.

7.0 REPUBLIC OF SOUTH SUDAN

- i. COVID -19 reinforced the exclusion of women and girls from society, this is for example illustrated by the fact that the COVID-19 response Task Force was comprised of 15 members all men. This lack of inclusion prevented gender and women issues from being addressed.
- ii. The long closure of schools affected girls more than it did the boys. Girls fell prey to sexual violence much of which culminated into teenage pregnancies. The long stay at home also led to forced marriages for some.
- iii. Social distancing rules were not in favour of women and girls who were still expected to play good hosts and further exposing them to the virus. They are expected to care for the sick, console the bereaved and attend to any needy person in the community.
- iv. Women's major source of income, which in some cases was vending also exposed them to the virus. Places where most women operate such as markets are in congested where there are high chances of contracting the virus.

8.0 RWANDA

- i. COVID-19 in Rwanda, just like in others in the region impacted women more than men in terms of rights and violations.
- ii. The government endeavored to slow the spread of the pandemic but it turns out that it was these very measures that did not work in the favour of the women.
- iii. The reports analyzed show that physical violence against women went up to a tune of 5% in just a space of two months of lockdown (Oxfam report, 2020). From March 2020 when the lockdown was imposed, Rwanda witnessed an increase in intimate partner violence against women, increased responsibility for women including taking care of homes in addition to care work which is not income generating most of the time. As a result, women were plunged into desperation, isolation, deprivation and food insecurity.
- iv. Domestic and child abuse were also rampant. There were pregnancies among school girls, emotional, mental and physical abuse.
- v. Some men fell victims to their wives too. While these were going on, it was hard to have access to services like health care due to the imposed lockdown and curfews.

- vi. These measures affected all economically but majorly the women who dominate the informal sector. 54% of the women owned businesses had to close compared to the 49% of men.
- vii. There was also sexual violence and a total of 5,370 cases were filed with the judiciary in relation to rape including marital rape and that of minors during the period (MIGEPROF, 2020).
- viii. The government made some interventions to quell the situation. Socio-economic measures were installed especially through food distribution. Psychosocial support was also given to victims while the judiciary also intervened with the help of the police to address the cases of GBV.

9.0 SUDAN

- i. It was noted that the gendered effects of COVID-19 require specialised responses to meet the special needs that are social, medical and rights generally.
- ii. It was further noted that the majority of the healthcare workers were women, which put them at a higher risk of contracting the virus.
- iii. It was observed that the lockdown and curfews made women more vulnerable to SGBV.
- iv. The economic shutdown caused financial hardships for women who are the primary care givers.
- v. It was further noted that the situation in Sudan was also laced with a conflict and issues of displaced persons had to be considered while formulating solutions.
- vi. In order to address all these challenges faced during COVID-19, the government and Civil Society organizations developed mass communication messages to address SGBV.

10.0 UGANDA

- i. Uganda's informal sector contributes to 50 per cent of the GDP annually. About 13.67 million of the labour force is concentrated in the informal sector. The informal sector experienced more shocks than any other due to the COVID-19 response measures. This sector is majorly dominated by women who make up 68 per cent of that population. During the pandemic, all economic activities came to a standstill. The government-imposed measures to slow the spread of the virus, which restricted movement, introduced curfew, and enforced close of schools two years; public and private transport alike were halted and only cargo vehicles were allowed to move.

- ii. Many market vendors were sleeping in the market but the buyers were few due to the limits on transportation. In the end, many businesses were affected. These restrictions on movement of cars and other forms of transport lasted on for about 30 days.
- iii. The urban poor were most hit as they were surviving on a daily income. Upon this realization, the government devised means to address this first, by supplying food stuff to the most affected and later by giving money to the most vulnerable people. Much of this is believed to not having been equally distributed.
- iv. Lack of employment and staying at home caused strife among families which resulted in to increased domestic violence and other forms of SGBV such as incest, and defilement.
- v. Other fiscal policies were revised to respond to the economic shocks that the country was experiencing. These included deferrals of some tax payments, waiver of interests and arrears and support to the agricultural sector. Measures were announced to revitalize the economy. About USD 76 million was injected in the economy as supplementary budget towards this cause. Although many of these targeted Small and Medium Enterprises (SMEs), they were mostly benefitting the formal sector and the intended beneficiaries knew little or nothing about the reliefs.
- vi. The impact of the pandemic on gender was not abandoned; in fact, Uganda should be commended for including women on the COVID-19 response taskforce. The COVID-19 Taskforces were in most cases headed by women, and women were at least 30%.
- vii. The pandemic brought to the limelight the deep-seated gender inequalities and the traditional gender roles were challenged. The male bread winners were now forced to stay at home with no income and were now relying on their wives to fend for the families. This caused stress and frustration which they visited on their wives and children. Between January and April of 2020, about 934 SGBV cases were reported in Wakiso and 578 in Kampala alone (UBOS 2020). NGOs provided shelters which were also overwhelmed in this period. Child pregnancy also skyrocketed which came as a shock because children were supposed to be safe at home (ICRW, 2021).
- viii. On response to the impacts, several CSOs initiated different strategies to address the impact. There was capacity building for the police to respond to gender-based violence (UNDP 2020, UN Women, 2020). Community based initiatives were also initiated to address the issues in the community.
- ix. Refugees too were not abandoned as their concerns were similar or even more peril than those of the nationals. Men were also brought on board to respond to the shocks of COVID-19.

- x. Pregnant women were allowed to contact local officials in order to seek medical services. The Resident District Commissioners (RDCs) were given the mandate to grant passes for movement.
- xi. Local Council Officials worked with entities such as SAUTI under the Ministry of Gender which operates a Hotline to address SGBV cases.
- xii. The Ministry of Gender Labour and Social Development collects sex disaggregated data, trains various officials such as community development officers to collect data which is shared with UBOS.
- xiii. Funds have been allocated to support women through the Parish Development Model which contributes to 30% in funding.

11.0 TANZANIA

- i. Of all the nations of the world, Tanzania took a more relaxed approach to the Covid-19 pandemic. However, this does not mean that the impact was not felt on the ground, especially in the informal sector. This sector contributes to 75% of total employment and 80% towards the country's total GDP. Much of this sector is dominated by women. As elsewhere, the informal sector was most hit by the COVID-19 pandemic. Although not due to lockdowns in Tanzania like it was elsewhere, the informal sector was most affected because of its vulnerability due lack of protection from the pandemic. The majority of those adversely affected by COVID-19 were women who work as street vendors and hawkers.
- ii. It is noted that although Tanzania never closed down business, it registered losses in the tourism sector and its attendant benefits. This had a trickle-down effect where traders lost income on their merchandise for lack of a steady market but also the chain of supply was impacted because the global market literally closed down.
- iii. Labour divisions prescribe different roles to women and men; while women went about looking for daily income, they also had a role of rearing children, nursing the sick, and had to continue providing services at their respective work places.
- iv. Schools in Tanzania closed for three months during the COVID-19 pandemic, and due to school closures, some women had to stop working in order to home school their children, nurture and provide other services at home.
- v. The men, on the other hand, felt the impact of COVID-19 more in the transportation sector because some had to go through several health checks with attendant costs in order to cross and deliver goods to other countries in the region.
- vi. It is noted that in respect to COVID-19 response, although the majority of front liners were women at 81.3%, they were not well represented on the decision-making taskforce.

- vii. Pregnant girls were allowed to continue with school although this became controversial as some people were opposed to the idea

12.0 ZAMBIA

In respect to the gendered impact and responses, the following was noted:

- i. Although Zambia is a patrilineal country, just like many African states, 18 percent of families are headed by women against the 82% men headed families. This shows where the control of resources in the home are situate.
- ii. Prior to the COVID-19 pandemic, specifically in 2014 it had been recorded that 17% of women and girls between the ages of 15 and 19 experienced sexual violence. Among the married, 64% showed that the husband was the perpetrator of the violence, 38% among the unmarried by the boyfriend, 1% by strangers, 15% acquaintances and 14% by relatives. It was further recorded that a relatively equal number of women have suffered physical violence. About 90% of these victims never report the incidents.
- iii. Girls became vulnerable to pregnancies as schools remained closed and didn't access services in fear of contracting the virus. An increase in SGBV was registered during the COVID-19 lockdown.
- iv. Reports of Sexually Transmitted Diseases (STDs) and pregnancies showed an increment in numbers.
- v. Restrictions associated with controlling the spreading of COVID-19 resulted in reduced access to reproductive health services. This pointed to the need for gender-based responses in health care services.
- vi. Some of the interventions to counter raising cases of SGBV were undertaken by CSOs which trained front line responders to SGBV including: the police, psychosocial workers, judicial and medical professionals. The training was intended to sensitize the duty bearers in handling SGBV in times of COVID-19 which became rife. The training encompassed key concepts, causes, forms and consequences of SGBV.
- vii. More on interventions included the setting up of facilities in communities to receive complaints of the violence.

MINISTERIAL DECLARATION ON GENDER SENSITIVE COVID-19 RESPONSES AND RECOVERY PLANS

WE, the African Union Ministers in charge of Gender and Women’s Affairs convened a Webinar meeting on the theme “COVID-19 Responses and Recovery – A Gendered Framework” on 12 May 2020. The meeting was convened under the Co-Chairpersonship of Her Excellency Beatrice Lomeya Atilite, Chairperson of the Bureau of the African Union Specialized Technical Committee on Gender Equality and Women’s Empowerment and Minister of Gender, Family and Children of the Democratic Republic of the Congo and Dr. Phumzile Mlambo-Ngcuka, *Executive Director* of the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), in partnership with the United Nations Economic Commission for Africa (UNECA); to urgently deliberate on the phenomenal impact of the COVID-19 pandemic on African women and girls. The objective of the meeting was to articulate strategic priorities for a gender-responsive crisis management and response in the short term, and for a long-term gender transformative recovery framework.

Subsequent to our deliberations, we agreed on the following:

1. **Commend** the African Union Heads of State and Government under the leadership of H.E Cyril Ramaphosa, President of the Republic of South Africa and Chairperson of the African Union (AU) for swiftly mobilizing a collective African response to COVID-19 and developed a continental strategy. We applaud H.E. Moussa Faki Mahamat, the Chairperson of the African Union Commission (AUC) for leading the operationalization of the strategy and for supporting efforts toward a more gendered and inclusive response to COVID-19 in Africa;
2. **Acknowledge** the outcomes of the virtual meeting of the Bureau of the Specialized Technical Committee on Gender Equality and Women’s Empowerment (STC on GEWE) held on 24 April, 2020 under the theme “the Impact of COVID-19 on Gender Equality and Women’s Empowerment”; the webinar of the African Union Ministers in Charge of Gender and Women’s Affairs on 29 April, 2020 under the theme “the Impact of COVID-19 on Gender Equality and Women’s Empowerment: AU Guidelines on Gender Responsive Responses to COVID-19”; and the AU Women Ministers of Foreign Affairs on 07 May, 2020 under the theme “ Enhancing Women Leadership in COVID-19 Responses ”;
3. **Reaffirm** commitments made under existing global, continental, regional and national legal frameworks that promote gender equality and the empowerment of women including the Protocol to the African Charter on Human and Peoples' Rights on the Rights of Women in

Africa (Maputo Protocol) and the Beijing Declaration and Platform for Action, whose twenty-fifth anniversary is celebrated this year; and the gains made over the years in this regard;

4. **Recognize** that the impact of COVID-19 on women is multidimensional and that measures put in place to mitigate its spread disproportionately affect women. While African women have remained resilient and are in the forefront of fighting the pandemic, there is unequal representation of women in COVID-19 response planning and decision making. The socio-economic impact is concerning- the burden of unpaid domestic and care work has aggravated; unemployment is on the rise in female-dominated sectors such as childcare, education, domestic work, retail, hospitality and leisure industry as well as other service sectors including daily wage workers who have limited access to social protection; informal business and cross-border trade which is women-dominated has suffered greatly as a result of the lockdowns and movement restrictions; equally small-scale women farmers have been impacted due to their vulnerabilities and limited adaptive capacities to climate change and disruption to the farming calendar;
5. **Express** deep concern at the increase of sexual and gender-based violence against women and girls during the period of lock-downs;
6. **Express further concern** prolonged closure of schools and the diminished protection from relevant authorities create an enabling environment for girls' school dropout, child marriage and sex transactions between young girls and older men, as a means of economic survival for families;
7. **Deplore** responses that do not sufficiently integrate gender equality and which exclude women from decision-making platforms and response mechanisms will contribute in widening the gender gap during and after the pandemic, and that gains in women's accumulation of human capital and economic empowerment built over the past decades could be reversed;
8. **Believe** that COVID-19 response and recovery scenarios afford an opportunity to increase protection for women and girls based on the lessons learned from this global crisis and previous pandemics such as HIV/AIDS and Ebola virus response;
9. **Acknowledge** the importance of sex-disaggregated data to guide response and recovery strategies based on how the situation of the population affected by the pandemic is evolving, including on differing rates of infection, differential economic impacts, differential care burden, and incidence of domestic violence, child marriage, girls' pregnancy, exploitation and sexual abuse;
10. **Do hereby commit ourselves** to work with our governments and counterparts to ensure that gender sensitive and responsive perspectives are integrated in all national COVID-19 plans and response strategies, including the allocation of resources to implement interventions that mitigate the impact of COVID-19 on women and girls and ensure that:

- j. **Women and women-led organizations are at the center of all COVID-19 response and recovery plans and efforts, starting with sustainable** access to quality life-saving care for effective COVID-19 prevention, including tests, medicines and that personal protective equipment are available for free or at subsidized prices for women and girls;
- k. **Executive and legislative institutions respond to the COVID-19 pandemic with gender sensitivity** by ensuring the participation and inclusion of women, including women with disabilities and young women, in decision-making, adopting gender mainstreaming procedures and policies and access to resources ;
- l. **Every Member State in Africa adheres to their legal obligation to protect women and girls from sexual and gender-based violence by** increasing protection arrangements including online services and setting up emergency warning systems, creating safe spaces for women to seek psycho-social and legal support and protection from abusers, and increasing public awareness (newspaper, radio, television or social media campaigns, etc.) on sexual and gender-based violence and its reporting, with the support of civil society organizations;
- m. **Member States decrease the financial burden on households** and ensure continuity of basic services, such as housing, water and electricity and provide adequate safety nets, including cash and food, agricultural livelihood-saving interventions;
- n. **Economic rescue measures are provided** to women-led businesses including those in the informal sector using subsidized and state-backed loans with flexible repayment schedules, subsidized inputs, tax and social security payment deferrals and exemptions. In addition, businesses should be supported in establishing flexible work formulas and providing paid leave to help workers accommodate the increase in unpaid care work as a result of the crisis;
- o. **Girls in Africa continue learning** and policies and plans are effectively implemented to ensure that girls especially those from poor households, and pregnant and parenting female learners are retained in school after the pandemic, including through financial support;
- p. **Sex disaggregated data is collected** to improve response and recovery interventions and plans as the crisis progresses and learn from the present crisis and plan for future ones;
- q. **Media houses are supported to integrate gender-sensitive reporting** as an essential part of their media practices in COVID-19 coverage;
- r. **Leaders must continue to sound the alarm** on the disproportionate impact of COVID-19 on women and girls.

Addis Ababa, 12 May 2020

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SEXUAL AND GENDER-BASED VIOLENCE TRAINING FOR RELIGIOUS AND TRADITIONAL LEADERS OF ICGLR MEMBER STATES

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OVERALL OBJECTIVE

To enhance the knowledge of traditional leaders and faith-based organisations in the Great Lakes Region on the nature of sexual and gender-based violence and their role in its prevention and management.

OBJECTIVES

To enhance knowledge and understanding of nature and impacts of SGBV

To understand role and enhance skills to prevent and respond to SGBV

To outline commitments to address SGBV in GLR



DEFINING SEXUAL AND GENDER-BASED VIOLENCE AND RELATED CONCEPTS

WHAT IS GENDER-BASED VIOLENCE

- It is violence directed at, or which disproportionately affects members of one sex. This type of violence often goes unchallenged and unsanctioned.

WHAT IS GENDER-BASED VIOLENCE

- GBV is an umbrella term for any harmful act that is perpetrated against a person's will, and that is based on socially ascribed differences between males and females.

WHAT IS GENDER-BASED VIOLENCE (GBV)?

GBV includes acts that inflict physical, sexual or mental harm or suffering, threats of such acts, coercion, and other deprivations of liberty. These acts can occur in public or in private (IASC 2015). Women and girls are disproportionately affected by GBV across the globe.

A FACE OF GBV



• A FACE OF GBV

WHAT IS SEXUAL VIOLENCE IN GBV

When an act of GBV is based on sexual violation of another person.

Sexual Violence generally includes forced attempts to have sex or perform sexual acts against another person's will, attacking the sexual parts of another person's body, etc.

COMPREHENSIVE DEFINITION OF SEXUAL VIOLENCE IN RELATION TO GBV

ICGLR says it's "Any act which violates the sexual autonomy and bodily integrity of women and children under international criminal law, including, but not limited to:

- a. Rape;
- b. Sexual assault;
- c. Grievous bodily harm;
- d. Assault or mutilation of female reproductive organs;
- e. Sexual slavery;
- f. Enforced prostitution

SEXUAL VIOLENCE CONT'D

- g. Forced pregnancy;
- h. Enforced sterilization;
- i. Harmful practices, inclusive of all behaviour, attitudes and/or practices which negatively affect the fundamental rights of women and children, such as their right to life, health, dignity, education and physical integrity;

SEXUAL VIOLENCE CONT'D

- j. Sexual exploitation or the coercion of women and children to perform domestic chores or to provide sexual comfort;
- k. Trafficking in, and smuggling of, women and children for sexual slavery or exploitation;
- l. Enslavement by the exercise of any or all of the powers attaching to the right of ownership over women and includes the exercise of such power in the course of trafficking in women and children;

SEXUAL VIOLENCE CONT'D

- m. Forced abortions or forced pregnancies of women and girl children arising from the unlawful confinement of a woman or girl child forcibly made pregnant, with the intent of affecting the composition of the identity any population or carrying out other grave violations of international law, and as a syndrome of physical, social, and psychological humiliation, pain and suffering and subjugation of women and girls;
- n. Infection of women and children with sexually transmitted diseases, including HIV/AIDS; and
- o. Any other act or form of sexual violence of comparable gravity;

SEXUAL VIOLENCE IN RELATION TO...

- Trafficking
- Genocide
- Crimes against Humanity
- War Crimes

Note: This comprehensive definition of Sexual Violence is from the Protocol on the Prevention and Suppression of Sexual Violence against Women and Children (2006) by ICGLR Member States

TERMS RELATED TO SGBV (FORMS OF VIOLENCE)

Violence Against Women and Children (VAC)

Violence Against Children (VAC) or Child Abuse (CA)

Violence Against Women and Girls (VAWG)

Violence Against Women (VAW)

Domestic Violence (DV)

Intra-Family Violence (IFV)

Intimate Partners Violence (IPV)

Marital Violence/Spousal Violence

Sexual and Gender Based Violence (SGBV)

Sexual Exploitation and Abuse (SEA)

Sexual Harassment (SH)

Sexual Harassment, Exploitation and Abuse (SHEA)

WHAT IS VIOLENCE AGAINST WOMEN?

Any act of **gender-based violence** that results in, or is likely to result in, physical, sexual or psychological harm or suffering to women, including threats of such acts, coercion or arbitrary deprivation of liberty, whether occurring in public or in private life
(UN DEVAW Article 1)

WHAT IS DOMESTIC VIOLENCE?

- Generally, Domestic Violence (DV) is an act of violence occurring within an intimate or family based relationship.
- **Domestic Violence** is an aspect of SGBV occurring in a context of a domestic relationship.

LOCAL STORIES OF DOMESTIC VIOLENCE

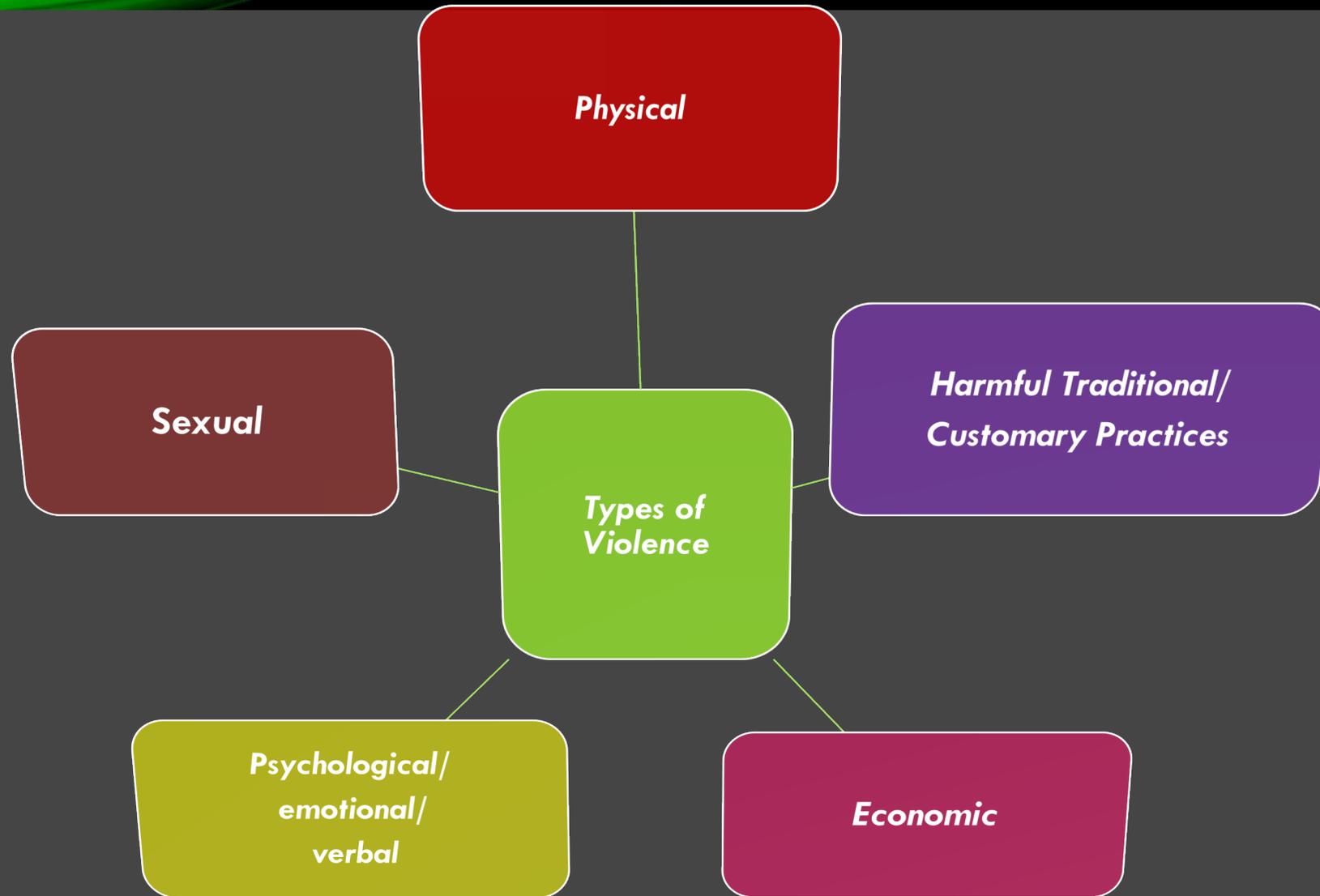
“The Constable said, ‘if I had to arrest everyone who beats, then jails would be full. And I would be jailed too, because I beat my wife this morning’”

(Laughing)

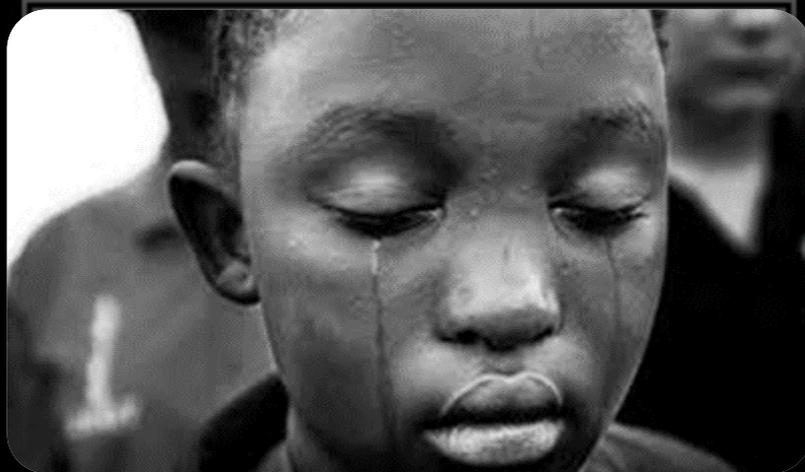
(Interview with a District Court Judge, repeating the words of a Constable)

“A man was living with a woman. He was always beating her, to the point where she had lost all her teeth. She went to her parents time and time again. They always told her. “that is your husband. Go back to him. You have children”. (Interview with a Police Officer)

TYPES OF SGBV



TYPES OF SGBV



PHYSICAL VIOLENCE

- Use of physical force against another person
- violent confinement or detention of another person
- deprivation of another person of access to adequate food, water, clothing, shelter, rest,
- subjecting another person to torture or other cruel, inhuman or degrading treatment or punishment and murder or death.
- Slapping, pushing, pulling hair, strangling, breaking household goods, use of weapons (e.g. sharp objects, knives, hammer etc.),,, shoving, hitting, kicking, dragging or throwing objects at someone; choking, burning someone;
- using hazardous chemicals or substances.
- forced labour

PSYCHOLOGICAL/EMOTIONAL VIOLENCE

- Use of degrading words
- Intimidation
- Threats
- Putting fear into another person
- Humiliating another publicly
- Mind games
- Making one hopelessly dependent
- Isolation
- Making another constantly jittery, depressed, unhappy by one's actions or words
- Infantilization
- Verbal harassment etc

ECONOMIC VIOLENCE

- Deprivation from working or earning a living
- Deprivation of income or property
- Refusal to provide necessities of life to family/dependents
- Sole Control over household resources or over property

HARMFUL CULTURAL/TRADITIONAL PRACTICES

Egs from West Africa are:

- Customary servitude
- Early and forced marriages
- Brideprice/dowry violence
- Female genital mutilation
- Witchcraft accusation
- Cruel widowhood rites
- Cruel and discriminatory puberty practices
- WHAT ABOUT HTCPS FROM GLR?



FACTS AND DATA

- Women and men, girls and boys fall victim to SGBV
- Women, men, boys and girls may all be perpetrators of such violence
- However worldwide, over 90% of SGBV perpetrators are male;
- Less men and boys may report SGBV because of societal stigma and shaming and expected gender norms
- Women and girls constitute over 90% of victims across the globe

FACTS AND DATA: SGBV HAS A FEMININE FACE

- VAW is specific to women and girls, but
- GBV is not gender specific – can happen to anyone
- DV is not gender specific – can happen to anyone
- But statistics the world over show that women and girls bear the brunt of SGBV; males are majority of perpetrators, and females are the majority of victims



FACTS AND DATA ON VAW/GBV/DV



CURRENT GLOBAL STATISTICS

- Globally, 38% of all murders of women are committed by intimate partners. 6% report having been sexually assaulted by someone other than a partner.
- WHO estimated that about 27-30% of women aged between 15-49 years have been subjected to either physical and/or sexual intimate partner violence in their lifetime.
- On average, nearly 20 people per minute are physically abused by an intimate partner in the United States. During one year, this equates to more than 10 million women and men.
- Estimated worldwide that violence against women is a greater cause of ill-health globally than all traffic accidents, cancer and malaria cases combined

STATISTICS IN SUB-SAHARAN AFRICA

- 37% of women aged 15 to 49 in countries classified by the SDG as “least developed” have been subject to violence.
- In 2019, one in five women, aged 20–24 years, married before the age of 18 in Sub-Saharan Africa which is a risk factor for domestic violence for children
- 200 million women and girls, aged 15–49 years, have undergone FGM in 31 countries where the practice is concentrated and half of these countries are in West Africa.
- ISSER reports that in 2018 Ghana lost nearly US\$286 million in income for time missed from work due to VAW.

CONSTITUTIONAL AND HUMAN RIGHTS IMPLICATIONS OF SGBV

- SGBV arbitrarily put a victim's right to life at risk
- SGBV deny victims the right to liberty and security of person
- SGBV abrogate the victim's right to be free from torture and cruel, inhuman, degrading treatment
- SGBV deprive the victim of their right to dignity
- SGBV inhibit people from exercising their right to enjoy the best attainable State of physical and mental health
- SGBV prevent people from realizing their right to equality under the law and in the family
- SGBV deny people the right to effective remedies

Maputo Protocol, CEDAW, etc

DISCUSSION: WHAT ARE THE CAUSES OF SGBV?



ADDING VALUE: CAUSES OF SGBV?

- SGBV acts are committed generally because of the gender-based POWER differences between men and women, among males and among females
- This violence often happens because the victim failed to perform his/her society's ascribed gender role, responsibility or expectation
- Now, societal recognition, advocacy and legal reforms across the globe are changing the narrative

CAUSE(S) OF SGBV

- Use of Power and control, primarily male domination and how this manifests
- Rigidity in gender roles
- Some cultural and religious norms and interpretations
- Learned behaviour from one's family background where the cycle of violence had been occurring

CAUSES CONT'D

- Research has established that most perpetrators of SGBV acts **choose** to behave violently. Behind their acts of violence is the quest **to dominate** and **to control**; to exercise what they see as their “right” or **power** of abuse, which they often call discipline.
- Anger, frustration, alcohol use, jealousy, insecurity, poverty, stress, war, civil unrests etc., are **EXCUSES** for abuse or may add to the risk of abuse.

DISCUSSION ACTIVITY

Myths Surrounding GBV



TRUE OR FALSE?

1. *The perpetrators of violence are a minority group of men with mental health issues.*
2. *Poverty or war are causes of SGBV*
3. *SGBV is caused by substance abuse such as alcohol and/or drugs.*
4. *SGBV is an inevitable part of intimate partner relations.*
5. *SGBV is an inherent part of maleness or a natural expression of male sexual urges.*
6. *Some victims, especially women do things to provoke the perpetrator to commit SGBV.*
7. *Women with low incomes are violated more frequently and more violently than middle -class.*
8. *Boys who experience violence in their homes become abusers.*

GROUP WORK

- 1. Why do victims/survivors of SGBV fail to report?
- 2. What are the physical, mental and socio-economic effects of SGBV on victims?
- 3. What are the effects on perpetrators?
- 4. What are the effects on children who witness or are affected by SGBV?
- 5. What are the effects on families, local communities, the country and the sub-region?

FRAMEWORKS

INTERNATIONAL

REGIONAL

**SUB-
REGIONAL**

NATIONAL

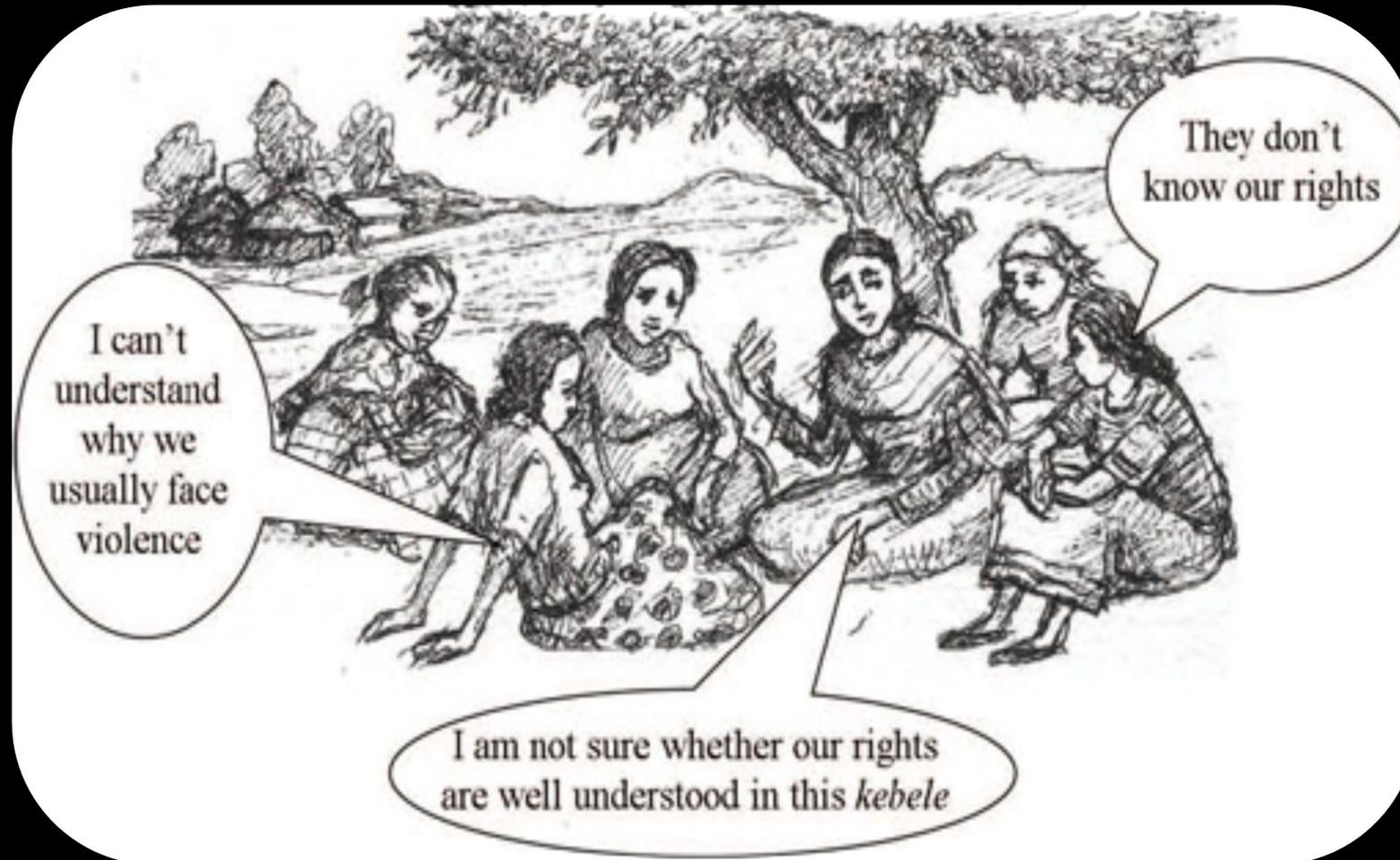
SOME INTERNATIONAL AND REGIONAL FRAMEWORKS

- International Bill of Rights (UDHR, ICCPR, ICESCR)
- Convention on the Elimination of all forms of Discrimination Against Women (CEDAW), 1979
- UN Gen. Assembly Recommendation 19
- Convention Against Torture and other Cruel, Inhuman or Degrading Treatment or Punishment
- African Charter on Human and Peoples' Rights
- Protocol to the African Charter on Human and Peoples' Rights on the Rights of Women in Africa (2003)
- UN Declaration on Violence Against Women
- Beijing Declaration and Platform for Action

SOME SUB-REGIONAL INSTRUMENTS

- Protocol on the Prevention and Suppression of Sexual Violence against Women and Children, 2006, Great Lakes Region
- The Goma Declaration on Eradicating Sexual Violence and Ending Impunity in the Great Lakes Region - Goma, 18th June 2008

WHAT IS TO BE DONE?



BEST PRACTICE MODEL/APPROACH FOR THE STATE

The 4 Ps + 1 Model/Approach

- Prevention
- Protection
- Provision
- Prosecution and Perpetrator accountability;
and
- Putting it all together

(DEVAW, CEDAW REC. 19)

PREVENTION EXAMPLES

- **Confronting structural roots with consistent activism**
- **Working with men, youth and other groups in strategic partnerships**
- **Mass sensitization and awareness creation through all manner of media**

PROTECTION EXAMPLES

- Promulgating laws and Law reform
- Legal remedies like protection and occupation orders
- Decentralized and Community based coordinated response to incidents of SGBV
- Building Institutional capacity

PROVISION EXAMPLES

- **Crisis Response Centres**
- **Counselling**
- **Shelters**
- **Medical, Psychological, educational, skills training, and other Psycho-social support**
- **Resettlement, Re-integration**
- **Economic empowerment**
- **Follow-up services**

PROSECUTION/PERPETRATOR ACCOUNTABILITY EXAMPLES

- **Police action (response, investigation, prosecution)**
- **Courts for prosecution and civil remedies**
- **Use of effective orders such as protection and occupation orders**
- **Monitoring Cases/Brief watching**
- **Ensuring enforcement of sanctions**
- **Perpetrator programs**
- **Strengthening ADR systems against victim bias**
- **Use of (trained) traditional sanctioning systems that protect and enhance accountability and stop impunity**

PUTTING IT ALL TOGETHER: COORDINATION

- **Effective institutional Coordination at national and other levels**
- Monitoring Legislative cohesion and implementation
- Monitoring Policy action
- Evaluating and Feedback through the policy and practice structures
- Resources availability
- Most important is the Role of the primary mandated institution (e.g., Ministries of Gender or Justice)

DEBATE!!!

Topic: “Traditional and Religious practices and beliefs promote SGBV in our societies”. (For and Against)



SGBV IS MULTI-DIMENSIONAL AND MULTI-FACETED AND THEREFORE NEEDS A MULTI-SECTORAL APPROACH

USUAL CHALLENGES TO EFFECTIVE STATE RESPONSE

- **Inadequate political will to enforce**
- **Inadequate financial resources; donor dependency**
- **Institutional weaknesses in capacity and response;**
- **Legal requirements in regulations largely ignored by actors**
- **Inadequacy of legal provisions**

CHALLENGES TO STATE RESPONSE CONT'D

- **Services are few and far between; still urban based**
- **Very poor coordination from mandated ministries**
- **Access to Justice for many is still problematic.**
- **Cultural reinforcement and resistance still exists; SGBV is still seen as a woman's issue**
- **Inadequate pro-bono lawyers**
- **Indigent status of most victims increases vulnerability cycle**

A CALL TO JUSTICE FOR TRADITIONAL AND RELIGIOUS LEADERS OF THE GLR

- Africa is a deeply religious continent – majority of its population is Christian, Muslim or African Traditional Religious adherents
- All these religious traditions have norms, values and teachings that uphold the dignity of humankind and seeks justice in cases of violations
- They also seek generally kindness and mercy towards the weak, poor, defenceless and injured.
- Women and children also have an affectionate and cared for status in the eyes of these traditions, although paradoxically they appear to infantilize women and children and make them invisible sometimes

IN TRADITIONAL AFRICAN THOUGHT...

- The concept of “Ubuntu”
- Strong kinship and familial ties
- Mothers and children are to be protected and cared for
- There is more than enough food for strangers to enjoy and shelter for visiting extended family and strangers passing the night
- Ancestral status is conferred on those who do heroic deeds, demonstrate excellence in leadership or in their contribution to society

IN ISLAMIC THOUGHT...

- The Prophet was instructed, “thy Lord has commanded justice”. Quran 8:20
- “Stand up firmly for justice, as a witness to God, even as against yourselves or your parents or to your kin, and whether it be against rich or poor.” Surah 4:135
- “Do good as Allah has done good to you.” Quran 28:77
- “Cooperate with another in goodness and righteousness, and do not cooperate in sin and transgression. And be mindful of Allah.” Quran 5:2

IN CHRISTIAN THOUGHT...

- “But let justice roll down like waters, and righteousness like an ever-flowing stream.” (Amos 5: 24b)
- “The Spirit of the Lord God is upon me, because the Lord has anointed Me to bring good news to the poor, He has sent me to bind up the broken-hearted, to proclaim liberty to the captives, and the opening of the prison to those who are bound. (Isaiah 61:1)
- “Learn to do good; Seek justice, Rebuke the oppressor; Defend the fatherless, Plead for the widow.” (Isaiah 1:17)
- “Open your mouth for the speechless, in the cause of all who are appointed to die. Open your mouth, judge righteously, and plead the cause of the poor and needy.” (Proverbs 31: 8-9)
- “...And the King will answer and say to them “Assuredly , I say to you, inasmuch as you did it to one of the least of these My brethren, you did it to Me.” (Matthew 25:40)



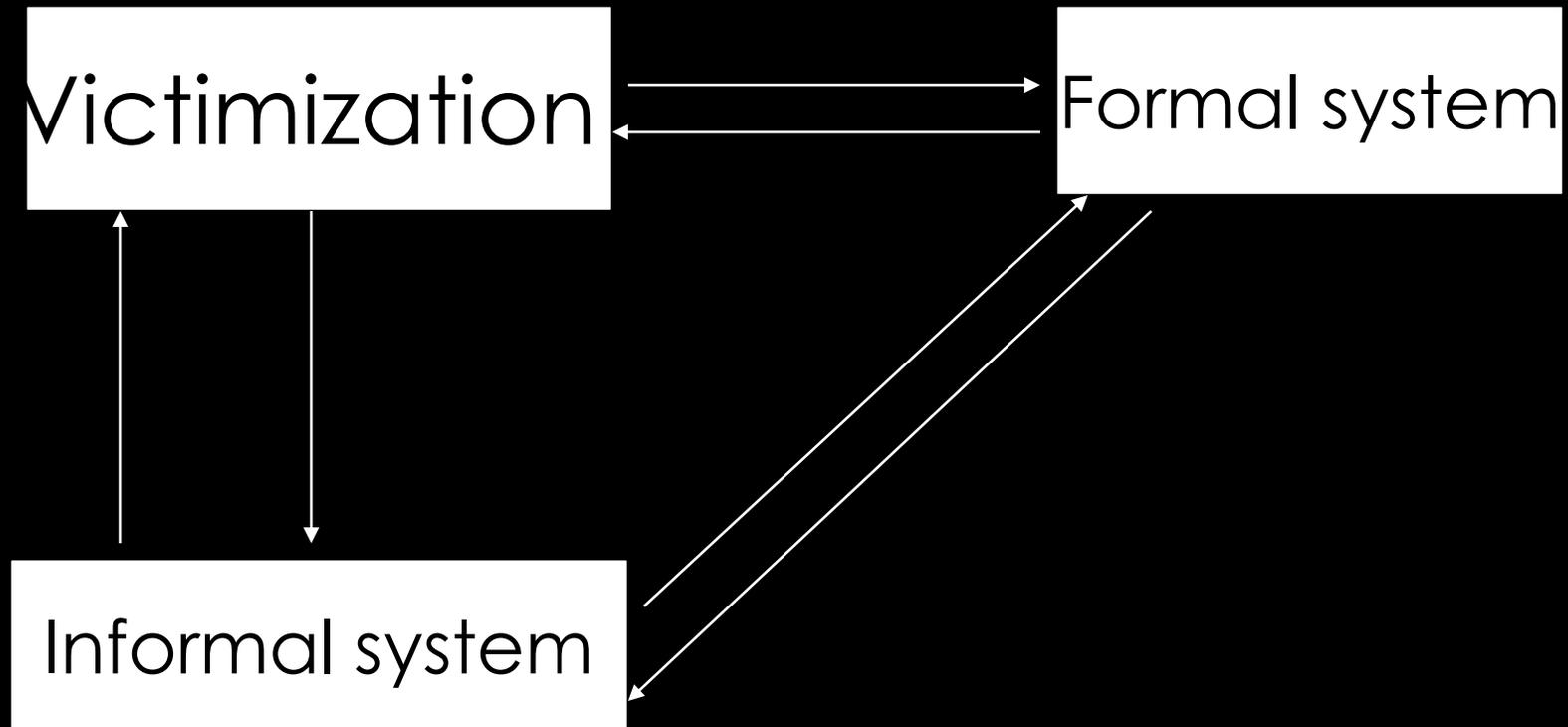
**STOP
SEXUAL
EXPLOITATION
AND
ABUSE**



THE CALL TO JUSTICE IN SGBV FOR T&R LEADERS...

- It usually takes the side of the abused, oppressed, socially disadvantaged and marginalized
- It often entails speaking truth to power or demanding action on behalf of those on whose behalf a cause or matter is taken up
- It seeks to address individual situations as well as groups or national issues
- It calls for active engagement and active support or action
- It often entails interventions involving both mercy (or acts of mercy) and justice (calling for accountability and truth from authority, such as in Micah 6:8).

UNDERSTANDING THE RESPONSE TRAJECTORY



HOW DO I HELP A VICTIM WHO APPROACHES ME? FIRST RESPONDER'S GUIDE

- Welcome the victim/survivor warmly
- Be calm
- Listen very carefully to the victim/survivor
- Do not blame the v/s for the violence
- Do not be judgmental
- Believe the disclosure
- If possible, give the v/s any first aid assistance they may need
- Respectfully inform the v/s about agencies you know which could be of help

FIRST RESPONDER'S GUIDE

- If the v/s to contact any other agencies, assist her/him to do so
- Respect the adult v/s' choice of action
- If possible, follow-up with the v/s to the agency you referred her/him to, for progress on the case
- Note: To be able to help it is important that you have a list of community services/resources on hand so you can refer the v/s, e.g., where is the nearest police station or a Church or religious institution with services, an NGO service provider, etc?

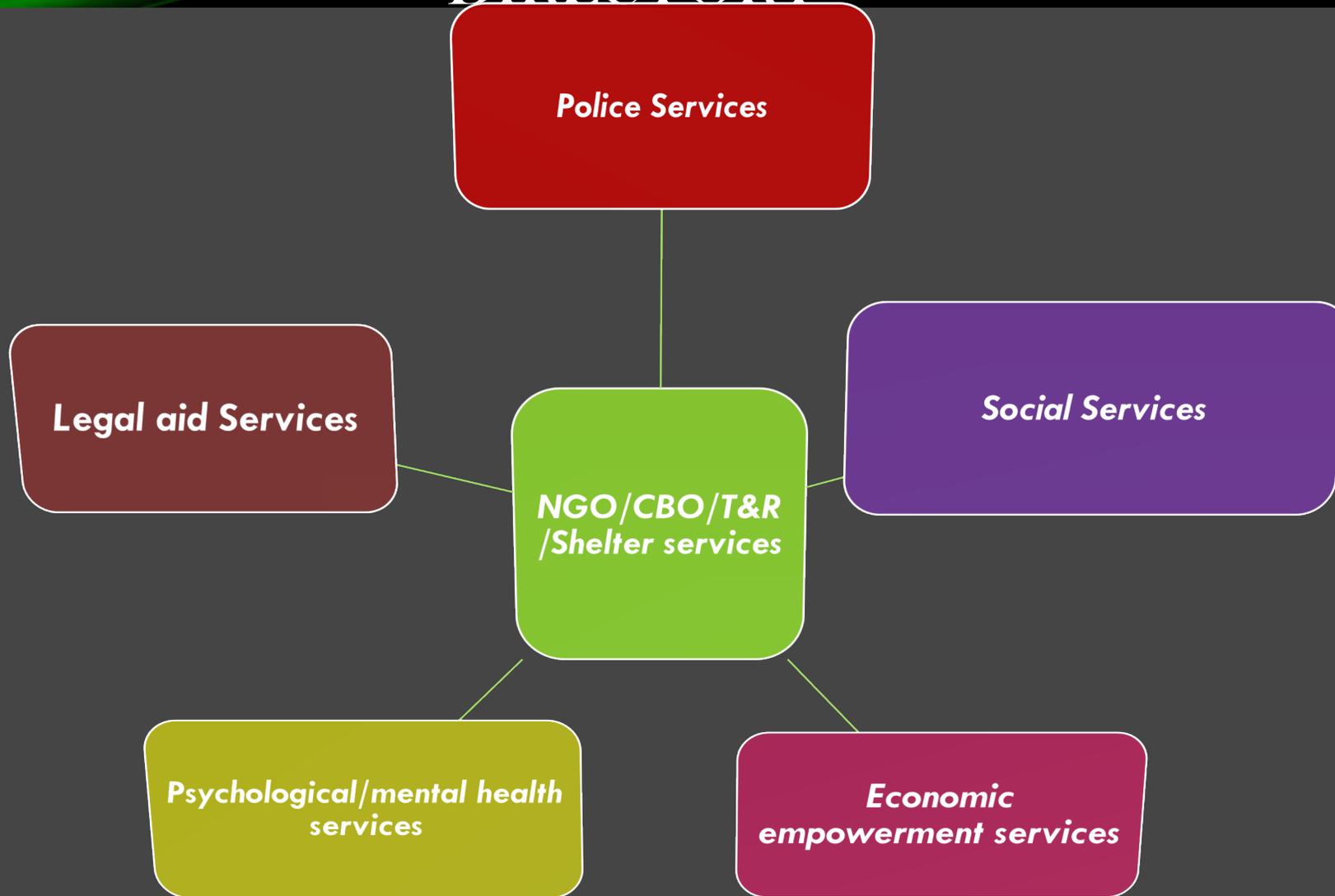
FIRST RESPONDERS' DON'T'S

- Don't be judgemental
- Don't blame the v/s
- Don't settle or try to mediate any aggravated SGBV case with criminal implications
- Don't attempt counseling a couple together where there is SGBV until the V/S is safe and the danger is completely neutralized

FIRST RESPONDER'S DOS

- Do report any case of sexual abuse of a child to the authorities
- Do keep confidentiality
- Do keep the v/s safe
- Do maintain the v/s' dignity
- Do respect the V/S' choices
- Do educate them on their rights and available resources
- Do document what you can about the matter
- Do support the V/S as far as possible

BUILDING A COMMUNITY RESOURCES DIRECTORY



OUTCOMES STATEMENT

WE ARE T&R LEADERS. WHAT ARE WE GOING TO DO AND HOW?



End Violence



Thank
you!

**SEXUAL AND GENDER BASED VIOLENCE (SGBV)
TRAINING FOR RELIGIOUS AND TRADITIONAL LEADERS
OF ICGLR MEMBER STATES**

TRAINING REPORT

DATES: 15TH and 16TH NOVEMBER, 2022, UN OFFICE, GIGIRI, NAIROBI, KENYA

CONSULTANT’S REPORT FOR THE TWO-DAY TRAINING ON SEXUAL AND GENDER BASED VIOLENCE (SGBV) FOR RELIGIOUS AND TRADITIONAL LEADERS OF ICGLR MEMBER STATES

15TH and 16TH NOVEMBER, 2022, UN OFFICE, GIGIRI, NAIROBI, KENYA

INTRODUCTION

The consultant, Dr. Angela Dwamena-Aboagye was tasked to train religious and traditional leaders selected from the countries of the Great Lakes Region (GLR) on and their role in prevention and response to Sexual and Gender-Based Violence. This task was conducted under the overall supervision and guidance of the Regional Adviser on Governance, Women, Peace, and Security of UN WOMEN ESARO, and in close collaboration with the Gender Directorate of the International Conference of the Great Lakes Region (ICGLR) Secretariat in Burundi, and the ICGLR Regional Training Facility in Uganda.

The training was held at the UN Office at Gigiri in Nairobi, Kenya from the 15th to the 16th of November, 2022. In all, over 35 onsite and about 18 online participants were involved, comprising religious/faith-based and traditional leaders, staff of the ICGLR and UN Women office in Nairobi. The programme was supported by UN Women.

OVERALL OBJECTIVE

To enhance the knowledge of traditional and religious leaders in the Great Lakes Region on the nature of sexual and gender-based violence and their role in its prevention and management.

SPECIFIC OBJECTIVES

- a. To develop comprehensive training materials on SGBV for traditional and religious leaders on the nature of SGBV, and their role in its prevention, management and control;
- b. To deliver the training on the materials developed;
- c. To guide the participants to come up with an Outcomes Statement/Communique that will define the role of their respective institutions in the fight against SGBV in the Great Lakes Region.

EXPECTED RESULTS

- a. Religious and traditional leaders in the Great Lakes region have enhanced knowledge on SGBV prevention and control and can define their role in prevention and response.
- b. The ICGLR-RTF has a comprehensive training package for Religious and traditional rulers and on SGBV prevention and response.
- c. Religious and traditional leaders come up with an Outcomes Document that outlines their commitments to work within their various mandates and fields to implement actions on SGBV prevention and response in their region in accordance with the ICGLR Protocol on the Prevention and Suppression of Sexual Violence Against Women and Children.

TRAINING SCHEDULE

The consultant prepared and shared the Training Schedule with UN Women and the ICGLR. After editing and agreeing to the content the schedule was used to guide the training (See Appendix 1).

TRAINING METHODOLOGY

- ❖ Pre-Testing
- ❖ PowerPoint Presentations
- ❖ Group Work
- ❖ Brainstorming
- ❖ Debate
- ❖ Q&A

OPENING REMARKS

Each day's program was opened with a prayer from two participants and closed with a prayer. On Day One, opening remarks were made by Madam Jebbeh Foster, the Regional Policy Advisor on Governance and Women, Peace and Security, ESARO, UN Women in Kenya. She gave a background to the programme and why there was the need to train religious and traditional leaders. She also stressed the need to partner with them to leverage their influence in support of the efforts at addressing SGBV, which is endemic in the region. After her remarks, the Deputy Executive Secretary of the ICGLR, Ambassador Yassir Ibrahim Ali Mohammed also made brief remarks. He acknowledged the partnership between the UN Women and the ICGLR in this effort and encouraged the religious and traditional leaders participating in the training to enhance their knowledge and do their best to help stem incidents of SGBV in the region. He pledged the support of the ICGLR for efforts to eradicate SGBV in the GLR.

TRAINING GROUND RULES

Participants agreed to adhere to these rules/norms to make the training effective:

- Mobile phones on silence

- Respecting time given
- Respect for all opinions
- Respect for God
- Minimization of movement
- Full participation
- Respecting confidentiality
- Maintaining objectivity
- Respecting the Trainer

PARTICIPANTS' EXPECTATIONS AND CONCERNS

The participants were given an opportunity to express in writing their expectations of the two-day training and any concerns they may have about it. These are what they came up with as captured below:

Concerns	Expectations
<ul style="list-style-type: none"> • Lack of trained officers or personnel on SGBV • Restricted access to centres • Language barrier in the reporting process • Lack of trained officers to receive reports from victims • What is the next move after this meeting? (x8) • How best can we integrate SBVG lessons in our schools? • None • <i>2 days is not enough for the training.</i> • Perceives thoroughly theoretical session; hopes for practical examples 	<ul style="list-style-type: none"> • First-hand experiences of what happened, from other victims • Identify a legal (comprehensive) material to ensure prevention of all forms of violence and discrimination against girl and women with disabilities, protection and support for victims, and the prosecution of perpetrators in a holistic matter. • Have a residual strategy that provides for an effective, holistic and coordinated approach to addressing SGBV among girls and women with disabilities/and neurodevelopmental disabilities (x2). • Action plan on how to involve religious leaders to effectively fight SGBV (x2)

<ul style="list-style-type: none"> • <i>What are we going to do differently (x4)?</i> • How we are going to impact women and children who have gone through SGBV • How to train traditional leaders to handle SBVG • How policies are going to be implemented (x2) • Gap in research on gender difference and violence-investigating SGBV among PWDs • Silence of the church even after they gain knowledge on the menace 	<ul style="list-style-type: none"> • <i>I expect to be in the place to help someone who has gone through SGBV (x4).</i> • I expect to see a clear way that we can follow up on our traditional leaders concerning this issue. • <i>To understand SBVG (X5)</i> • All mechanisms to be put in place to get to the root cause of SGBV. • <i>To acquire knowledge and skills</i> • <i>For everyone to learn from this</i> • <i>To learn how to curb SBVG (x2)</i> • To educate women in rural setting to know their rights • <i>To be able to make a difference in my community</i> • <i>Clear understanding and championing of SGBV especially for victims</i> • <i>Empowerment (x2)</i> • <i>Certificate (x3)</i> • <i>Framework</i> • <i>Practical ways to handle cases of SGBV in an interfaith and intercultural perspective (x2)</i> • To effectively address traditional norms in which SGBV is rooted • A constrictive and conclusive discussion around the issue of GBV • Lasting solutions • Unity against child marriage and FGM •
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From the participant’s list of expectations and concerns, it was obvious that they were concerned primarily about follow-up actions to the training and actual commitment to make a difference in the generality of efforts by different stakeholders to address SGBV. Most of their issues had little to do with the actual two-day training delivery, but its aftermath. The consultant pointed out to

participants that if the training was to make any difference, it would have a lot to do with their own commitment and decisions to act, post the training. Some of the listed issues however, which had direct relevance to the objectives of the training (italicized items) were hopefully fully addressed by the end of the training, as gleaned from their end of training evaluation.

SUMMARY OF MAIN SESSIONS AND TOPICS

A. SUMMARY ON FRAMEWORKS TO ADDRESS SGBV AT REGIONAL AND INTERNATIONAL LEVELS

This topic aimed at providing information on the various international, regional, sub-regional conventions, treaties, declarations and instruments relative to the issue of SGBV and ending impunity at all such levels.

It was presented by Mr. Victor Mugaluka of the ICGLR office in Bujumbura. He took the participants through the reasons why these documents are necessary and the obligations of States, as well as institutions and individuals to ensure implementation of these documents at the national and sub-regional levels. He focused in particular on the *Protocol on the Prevention and Suppression of Sexual Violence against Women and Children (2006)* by ICGLR Member States and the *Goma Declaration on Eradicating Sexual Violence and Ending Impunity in the Great Lakes Region, (2008)*. He urged the religious and traditional leaders to familiarize themselves with these documents so they could use it in their sphere of influence to change the narrative regarding SGBV and to undertake the necessary actions at the local level to address the phenomenon.

B. SUMMARY OF SEXUAL AND GENDER-BASED VIOLENCE DEFINITIONS AND RELATED TERMINOLOGIES

In this session, the trainer and the participants explored the terms “gender-based violence”, “sexual and gender-based violence” and other related terminologies, such as “violence against women”, “domestic violence”, and “sexual violence”. The aim of this session was to enable participants understand the nature and dynamics of GBV and SGBV, and the other terminologies in the literature and research documents that are similar in concept, even though describing different targets or victims. Thus, participants were introduced to definitions in the main training topic, as well as to terms like “sexual exploitation and abuse”, “sexual harassment and exploitation and abuse”, “intimate partner violence”, “spousal violence”, “intra-family violence”, “violence against children”, “violence against women and girls” etc. The UN definitions of Violence Against Women and Domestic Violence were shared with participants, as well as the Inter Agency Standing Committee (IASC) of the UN Gen Assembly standard definition for Gender-Based Violence.

C. SUMMARY ON FACTS, DATA, CAUSES AND MYTHS ON SGBV

Participants were taken through slides that gave facts on SGBV and recent data from global and African levels. The facts and data painted the picture of the seriousness of the phenomenon across the world. Participants were encouraged to search for data on SGBV pertaining to the GLR region and compare with what was shared at the training. One online participant gave data from Uganda, which depicted that the situation was no different from the global picture.

A very simple tool was used by the trainer for the discussion with the participants on the real causes of SGBV. This is the Tree Tool. The tree's roots depicted the real causes of SGBV, while the leaves and fruit were used to depict what most people usually think are the root causes of SGBV. Participants were made to understand that at the root of SGBV, for persons of faith, is the problem of sin in the human nature, which produces the desire to use power and control in negative ways in a male-dominated world. Patriarchy, rigid gender roles and norms, negative socialization, lack of knowledge of rights, historical sex discrimination and injustice, negative cultural and religious beliefs are the real causes of SGBV. Factors such as jealousy, mental challenges, alcohol and drug use, poverty, insecurity, conflicts, etc., are excuses for acts of SGBV. In a discussion, participants explored myths regarding SGBV and learnt that it cut across socio-economic, ethnic and gender lines and was no respecter of persons, even though people with intersectional dimensions, such as persons with disability, age, caste and other categories are more likely to face heightened forms of SGBV.

D. GROUP WORK ON EFFECTS OF SGBV

Participants were divided into five (5) groups to deliberate on the effects of SGBV. Each group had a different topic to discuss and present.

Group 1. Why do victims/survivors endure SGBV?

Answers:

1. Shame
2. Wrong interpretation of religious text. E.g., How will people see me after they hear about this?
3. They give it another name e.g., temptation from the devil, trials, etc.

4. They blame themselves
5. They lack the knowledge on how to report
6. Culture of silence
7. Consideration for social status of either part
8. Family ties
9. Fear of repercussions

Group 2. What are the effects of SGBV on victims/survivors?

Answers:

- Physical
 1. Permanent disability
 2. Wounds/scars
 3. Death
 4. Isolation
 5. Separation/divorce

- Mental
 1. Depression
 2. Low self-esteem
 3. Withdrawal
 4. Suicidal ideation
 5. Sense of guilt

- Socio-economic effects
 1. Withdrawal leading to poverty
 2. Destruction of property

3. Inability to work
4. Being used for financial gain with no benefits
5. Dependency on the perpetrator

G3: What are the effects of SGBV on the perpetrator?

Answers:

1. Discrimination from society
2. Guilt
3. Low self-esteem/ blindness to self-worth
4. Shame
5. Imprisonment
6. Face mob action
7. Bad mental health
8. Depression
9. Losing source of income
10. Break in family/marriage
11. Self-isolation
12. Disability due to body injuries
13. Infectious diseases e.g., HIV/AIDS, other STIs

G4. What are the effects of SGBV on children as victims or witnesses?

Answers:

1. Issue of being violent: Children tend to learn and put to practice that which they see as the norm. They imitate what happens at home.
2. Trauma: Scenes or images of violence cause trauma.

3. Depression/Stress disorders: loss and grief e.g., bitterness, anger, withdrawal
4. Vulnerability: run to seek refuge in the wrong places (drug abuse to cope, boy-girl friendships which may lead to unwanted pregnancies, mother runs from violence and leave children behind who are likely to be abused as well.
5. Suicidal: as a last resort when they feel helpless.
6. Rejection: withdrawal from friends
7. Low self-esteem, loss of confidence
8. Defensive coping mechanisms (overeating, under eating)
9. Inferiority complex/feeling of unworthiness

G5. What are the effects of SGBV on families, the community, the country and the Region (GLR)?

Answers:

Family:

1. Many survivors are subjected to victim-blaming or ostracized from their families and communities due to social norms. This puts them at significant risk of poverty, isolation and further violence.
2. SGBV can have a negative impact on development; preventing women and their families from flourishing, and holding back a more sustainable model of development.
3. The inter-generational impact of violence on families.
4. Depression, and even death of victims
5. Lack of access to facilities

Community:

1. Legacies of shame, anger, distrust, disease, and divide leading to wars and under development.
2. Lack of accessible facilities

The physical, economic and social costs of in the country and Regionally:

1. The negative impact on health and well-being for victims of SGBV
2. Costs for health and legal services
3. Loss of earnings, absenteeism or inability to work for those affected
4. Lack of accessible facilities

Conclusion

These personal, familial, and communal impacts of GBV prevent SDG 16 from being realized (Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive at all levels).

E. SUMMARY OF THE 4Ps PLUS ONE MODEL, A CALL TO JUSTICE, GUIDE FOR FIRST RESPONDERS AND BUILDING A DIRECTORY

The trainer shared what she terms the 4Ps plus 1 model approach to tackling SGBV by States. She helped participants understand that if all five approaches or strategies are not in place, the phenomenon of SGBV cannot be effectively addressed by the State and its partners. These strategies are Prevention, Protection, Provision and Prosecution or Perpetrator Accountability, and Putting it all together or Coordination. Participants were called upon to put in their efforts where they best fit according to their mandates and areas of operation.

In this session also, the trainer made a presentation on the Call to Justice and urged the participants to consider their religious norms, values and texts that demanded justice in issues such as SGBV and understand that it is an important part of their mandate to work to eradicate SGBV in their communities.

The participants were also taken through a simple guide for how to respond to an incident or case of SGBV if they are approached by a victim/survivor. Issues of reception, demeanour, confidentiality, non-judgementalism, referral and follow-up of such cases were discussed in this session.

The trainer also shared with participants simple ways of building a personal or organizational directory of community resources or services that would serve them greatly in their bid to respond to incidents of SGBV and to help victims/survivors more effectively. She stressed that SGBV is multi-faceted and multi-dimensional; no one person or institution has the capacity to holistically respond to victim/survivors or serve their needs satisfactorily. She also pointed out the need for more religious and traditional leaders to take up the challenge of establishing perpetrator programmes in order to challenge perpetrator impunity and assist them towards possible reform.

F. SUMMARY OF DEBATE

Topic: “Traditional and Religious practices and beliefs promote SGBV in our societies”.

Summary Points for the Motion:

Religion and Tradition promote SGBV. They have the power to convene and to convince and often use language to silence victims. Religion and tradition give men

power over women in text and practice. So, men feel they have the right to abuse. They also employ euphemistic language particularly on sex and sexuality and this does not help victims express their experiences. What is the percentage of women to men in religious or traditional leadership? In sum, the use of religion and tradition in SGBV is like one holding a knife. Thus, religion or tradition may cut one way or the other depending on who is holding or using them.

Summary points against the Motion:

Religion and tradition do not promote SGBV. One cannot generalize because it veils the truth. Religion and tradition have tools to promote the fight against SGBV. Communication can be contextualized. Religion and tradition give indigenous identity. These beliefs can create traceability and accountability and can monitor survivors. They can promote access to justice where the formal systems are expensive. African beliefs have a way of creating a reverence for morals and create perpetuity and legacy between the generations. It is inherent in its moral agenda that promotes protection. Good morals were inherently ingrained in us. There is a name for the Superior being, sin etc., in religion and tradition. We have imported other community identities, that is our problem. It is also not the beliefs but the interpretation that is a problem.

Conclusion by Judges

In sum the judges stated, "In whose hand is the knife?" They concluded that knives can be used in a positive or negative way; therefore, religion and tradition can be used for promoting SGBV or fighting against SGBV. They added that participants can be the solution makers as religious and traditional leaders or do opposite.

The judges concluded that even though the debating team for the motion won the day, the team against the motion also did very well. Both teams were eloquent, analytical and made their points succinctly.

G. SUMMARY OF Q&As AND COMMENTS

At all stages, lively discussions ensued regarding religious and cultural understandings of SGBV. This happened especially during the debating exercise and from the comments that ensued from the debaters and their supporters, as well as the from the judges in the debate.

On comments and questions, some participants were concerned that it is important for Africans to work out these concepts related to SGBV and the language used within their cultural contexts and specific contextual needs and experiences. Others were concerned about SGBV in relation to areas of conflict and war, SGBV in relation to women and girls with disability, SGBV in relation to sexual and gender minorities and SGBV in relation to prisoners and SGBV in some communities where men were primarily the victims. In sum, participants were made to understand that such violence must be addressed no matter whom it happened to; that the existing national laws could be applied to seek protection from abuse for all category of persons, and it is important for religious and traditional leaders to take leadership in mobilizing for action at different levels to address SGBV.

PESRONAL COMMITMENTS AND THE OUTCOMES STATEMENT

The trainer led the participants first to write down a personal commitment for themselves as to what they would do differently after the training. Some participants shared their intended actions.

After this exercise, participants were grouped into three to come up with points to include in a common Outcomes Statement from the two-day training (See Appendix 2). After deliberations, each group made its presentation, which were merged as one document. This document is a statement of what they commit to do as religious and traditional leaders to contribute more constructively to the efforts to address SGBV in the Great Lakes Region.

CONSULTANT’S EVALUATION FROM PARTICIPANTS

Generally, it appeared the participants were pleased with the training. A summary of their evaluation responses and frequency are as follows:

Content	Comments	Frequency
	Informed	7
	Relevant	5
	Many good materials for reference	1
	Quality content	5
	Insightful	4
	Comprehensible	1
	Satisfied	1
	Spot on	1

Delivery	Great facilitation approach	3
	Well delivered	12
	Very lively	5
	Called everyone by name	1
	Interactive/participatory	3
	All topics to be discussed were covered	3
	Facilitator came prepared	1
	Clear and audible	2
	There should be more involvement	1
	Days for training should be increased	3

Sample evaluation responses:

- ✓ “Very well developed. It really needed more time for the in-depth conversation”.
- ✓ “The slide examples were relevant to the topic and African context”
- ✓ “The training was well delivered”
- ✓ “The facilitator gave her best in compressing a huge information on SGBV in two days. She delivered it clearly and it reached home”
- ✓ “It was well researched and had deeper details. Was enlightening”

CHALLENGES IDENTIFIED BY CONSULTANT AND HOW THEY WERE HANDLED

- The two days allotted for this kind of training is inadequate to break down all conceptual issues of SGBV and its different manifestations and levels of responding; however, the training managed to cover the most important basics.
- The opening part of the training over-extended and affected the time of delivery for the first day. The interpreters complained about the over-extension of time of closing. However, the trainer managed to catch up with the rest of the matters for the second day and closed on time.
- There was no formal evaluation sheet from the organizing team to evaluate the consultant’s work and also the logistics (venue, meals, washrooms, time

as well as other matters). The consultant had the participants evaluate her for content and style of delivery by writing on sheets. However, the participants did not have the opportunity to share their views on the other issues.

CONCLUSION

The representative of UN Women, Madam Jebbeh Foster and the Deputy Executive Secretary of ICGLR, Ambassador Yassir Mohammed made remarks to close the training programme and thanked all who were involved in organizing the training. They also thanked the consultant for a good job done and the participants for their attentiveness and participation. The workshop ended with a prayer from one of the participants and the promise from the organizers that participants would be sent the training presentations as well as their certificates from the organizing secretariat.

Submitted.



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18th November, 2022

APPENDIX 1

TRAINING SCHEDULE

DAY ONE (TUESDAY 15 NOVEMBER 2022)		
ITEM	RESPONSIBILITY	TIME
Registration	All	9:30am-10:00am
Welcome and Purpose Statement UNW Opening Statement ICGLR	UNW/ICGLR	10:00am-10:10am
Introductions	All	10:10am-10:20am
Brief presentation on frameworks to address SGBV at regional & international levels	Victor	10:30am-10:40am
Ground Rules Expectations and Concerns Housekeeping	Trainer, Participants, ICGLR	10:20am-10:30am
What is Sexual and Gender-Based Violence (SGBV)? -Training Objectives - Definitions -Related Concepts	Trainer	10:40am-11:40am
11:40am-12:00am COFFEE BREAK		
SGBV Cont'd: -Forms and Types -Facts and Data		12:00am-12:45am
Discussion: What are the causes of SGBV (The Tree) Adding Value	Participants and Trainer	12:45pm-1:30pm
1:30pm-2:30pm LUNCH		
Myths about SGBV (True or False?)	Participants and Trainer	2:30pm-3:15pm
Group Work G1. Why do victims/survivors endure SGBV G2. What are the effects of SGBV on victims/survivors? G3. What are the effects of SGBV on children as victims or witnesses? G4. What are the effects of SGBV on families, the	Participants	3:15pm-4:00pm

community, the country and the Region (GLR)? -Adding Value		
Presentation of group work.	Trainer	4:00pm-4:30pm
Feedback, Wrap-Up, Closing	All	4:30pm-4:45pm
DAY TWO (WEDNESDAY, NOVEMBER 16, 2022)		
Recap	Participants	10:00am-10:10am
Best Practice Strategies for addressing SGBV by States: The 4 Ps +1 Approach	Trainer	10:10am-10:40am
DEBATE Topic: <i>“Traditional and Religious practices and beliefs promote SGBV in our societies”</i> . (For and Against)	Participants (20 minutes preparation; 40 minutes for debate)	10:40am-11:40am
11:40am-12:00am Coffee Break		
DISCUSSION AFTER DEBATE: Healthy and unhealthy traditional and religious norms and practices in relations to SGBV	Trainer and Participants	11:40am-12:10pm
A call to Justice for Traditional and Religious Leaders in addressing SGBV	Trainer	12:10pm-12:40pm
-Responding to an SGBV Incident as a First Responder; -Dos and Don'ts for T&R Leaders -Building a Community Directory of Resources	Trainer	12:40pm-1:30pm
1:30pm-2:30pm Lunch		
COMMUNIQUE/OUTCOMES DOCUMENT Preparation and Presentation: What will we do and how?	Participants	2:30pm-3:30pm
Evaluation, Feedback, Concluding Remarks and Closing	Participants, Trainer, ICGLR	3:30pm-4:00pm

APPENDIX 2

OUTCOMES STATEMENT

Preamble

We the Religious and Traditional leaders of the Great Lakes Region (GLR) who met at the UN Head Quarters in Gigiri, Nairobi, Kenya on the 15th and 16th of November, 2022, under the auspices of UN Women and the Gender Directorate of the International Conference on the Great Lakes Region (ICGLR), to deliberate on how to enhance our capacities to contribute to the efforts to eradicate SGBV in our region and effectively undertake strategies to prevent and respond to incidents of SGBV,

Have determined that Sexual and Gender-Based Violence (SGBV) is on the rise in the Great Lakes Region. Its multiple negative impacts are devastating to the health and well-being of our populations and gravely undermine the attainment of the region's developmental goals and aspirations. Therefore, as Religious and traditional leaders, we have committed to employ all mechanisms available to ensure Zero for SGBV in the Great Lakes Region.

We commit to:

- 1. Create awareness and sensitize our people through our pulpits and cultural platforms about the dynamics, nature and forms of SGBV and the need to curb such;*
- 2. Advocate for the voice of all categories of victims of SGBV, including those with disabilities to be more amplified and heard when they are violated, because we understand that women and girls with disabilities are likely to face emotional, sexual and physical violence three times more than persons without disabilities;*
- 3. Ensure that victims of SGBV are protected, given access to justice within our communities, and are empowered to report violence in order to end the impunity of perpetrators;*
- 4. Create partnerships with State and non-state actors in combating SGBV in our communities and at the national level through the use of different existing platforms of which we are members, including the platform of certified mediators and faith-based organization platforms, among others;*

5. *Work closely with our local administrations to set up SGBV desks or incorporate SGBV prevention and response into the work of Gender Desk Officers at the local level;*
6. *Ensure that Gender Desk Officers work closely with the Gender Task Force set up at all local levels to address SGBV (for e.g., under the Nyumba-Kumi Initiative);*
7. *Utilize existing platforms and religious and traditional spaces to sensitize our communities on ending SGBV, such as the community meetings, Friday prayer for Muslims, Madrasa, church meetings, Chief Barazas and one-on-one sessions;*
8. *Establish forums and platforms to target potential perpetrators of SGBV and sensitize them of the criminal implications of their actions;*
9. *Create groups of male champions against SGBV in our localities and spheres of influence;*
10. *Monitor implementation of National and Regional Action Plans and provide feedback to state authorities and other duty bearers; and*
11. *Monitor the actions of state institutions in our local communities, such as the police, health and social service facilities in terms of their response to SGBV incidents and advocate for better responses.*

We hereby call on all Religious and Traditional leaders in the Great Lakes Region to join in this effort to combat SGBV as part of their religious and traditional mandates, assert their positive influence to end the impunity of perpetrators and ensure justice and support for victims/survivors of SGBV.

Done at Gigiri, Nairobi, on 16th November, 2022



**DRAFT REPORT OF THE 3RD GENERAL ASSEMBLY OF THE
ICGLR REGIONAL WOMEN FORUM
Royal Palace Hotel,
Bujumbura, Republic of Burundi**

18th - 20th May 2022

1. INTRODUCTION

- 1.1. The 3rd General Assembly of the Regional Women's Forum (RWF) of the International Conference on the Great Lakes Region (ICGLR) was held in Bujumbura, Republic of Burundi from 18th - 20th May, 2022 at the Royal Palace Hotel. The meeting was organized by the Secretariat of the ICGLR in conjunction with the Government of the Republic of Burundi and with the support of the Office of the Special Envoy of the United Nations Secretary General for the Great Lakes Region (OESG), the Network of African Women in Conflict Prevention and Mediation (FemWise), the United Nations Population Fund (UNFPA), and the UN Women.
- 1.2. The meeting was attended by representatives from the Republic of Angola, Republic of Burundi, the Central African Republic, Republic of Congo, Democratic Republic of Congo, Republic of Rwanda, Republic of Kenya, Republic of South Sudan, Republic of Sudan, United Republic of Tanzania, Republic of Uganda and the Republic of Zambia. The full list of participants is annexed to the report.
- 1.3. The meeting was also attended by the Executive Secretary and Deputy Executive Secretary and, Programme Directors of the ICGLR, a representative of the Special Envoy of the UN Secretary General for the Great Lakes Region (SESG), Representatives of the UNFPA, , UN Women, and the Collective of Women's Association for the Great Lakes Region (COCAFEM), as well as Gender Experts/Consultants, Hyacinthe Budomo and Amb. Eliane Mokodopo
- 1.4. On the first day of the meeting, the Deputy Executive Secretary, the President of the Regional Women's Forum, the Chairperson of the National Women's Forum of the Republic of Burundi addressed the meeting.

2. ADOPTION OF THE AGENDA

- 2.1. On the first day of the meeting, the following agenda was considered and adopted:
- a) Presentation of the Report of the activities of the Regional Women's Forum;
 - b) Coordination between the Regional Women's Forum and the Advisory board for the promotion of women, peace and security in the Great Lakes Region;
 - c) Presentation on the impact of the Covid-19 Pandemic on women and girls;
 - d) Official Opening Ceremony
 - e) Presentation of the revised Draft Accord on the establishment of the Regional Women's Forum (RWF);
 - f) Presentation of country reports by Member States;
 - g) Presentation on the status of the establishment of the RWF Secretariat;
 - h) Presentation on the collaboration between the Levy Mwanawasa Regional Centre for Democracy and Good Governance and the Regional Training Facility;
 - i) Presentation of the Strategic Plan;
 - j) Presentation of the guidelines for the election of the new steering committee and bureau
 - k) Elections and hand over of the new committee and bureau;
 - l) Preparation of the report;
 - m) Consideration and adoption of the report
 - n) Closing ceremony

3. PRESENTATION OF THE REPORT OF THE ACTIVITIES OF THE REGIONAL WOMEN'S FORUM;

- 3.1. The President of the Regional Women's Forum (RWF), Dr. Attiat Mustapha, made a presentation on the activities of the RWF and highlighted the challenges that they had experienced.
- 3.2. In her report, the President noted that the last meeting of the RWF took place in Khartoum, the Sudan, in 2013 in which the current bureau was elected (President: Sudan, 1st Vice President: Kenya, 1st Rapporteur: DRC, 2nd Rapporteur: Uganda). The RWF had undertaken various activities, including development of a Strategic Plan 2014-2016 and operational plans for 2016 and 2017, participations in meetings

organized by the ICGLR Secretariat and Office of the Special Envoy, Advocacy missions among others.

- 3.3. She also highlighted challenges that included lack of funds for implementation of activities, slow implementation of the UNSC Resolution 1325 and the Kampala Declaration, lack of established National Forums in some Member States and the non-finalisation of the Host Country Agreement between the Government of the Republic of Rwanda and the ICGLR Secretariat.

Recommendations

- i. There is need for the new office bearers to work in close collaboration with the Kampala Centre on issues related to the SGBV;
 - ii. Have a resource mobilization plan in order to address the financial constraints;
 - iii. Training and capacity building of the Executive Committee on resource mobilization and building of partnerships;
 - iv. Mapping of the region's Donor Space by the incoming executive committee in partnership with the ICGLR Gender Directorate;
 - v. The incoming Office bearers to consider issues other than SGBV in their activities in order to take into consideration issues such as Agriculture, environment;
 - vi. The incoming bureau to develop a strategic plan that will inform the devolvement of the action for the upcoming 5 years**
 - vii.
 - viii. Ensure the inclusivity of the National Women Fora by including the female judicial officers, ministers, business women, and members of parliament;
 - ix. Secretariat to devise ways to ensure that there is Coordination among the ICGLR Fora.
- 4. COORDINATION BETWEEN THE REGIONAL WOMEN'S FORUM AND THE ADVISORY BOARD FOR THE PROMOTION OF WOMEN, PEACE AND SECURITY IN THE GREAT LAKES REGION**
- 4.1. The Gender Advisor of the Office of the Special Envoy of the UN Secretary General for the Great Lakes Region, Ms. Nene Bah, made a presentation on the coordination between the Regional Women's Forum and the Advisory Board of the Women Platform for the promotion of women peace and security

- 4.2. The Advisory board of the Women Platform was established by the OSESG-GLR following the signing of the Peace, Security and Cooperation Framework for the Democratic Republic of Congo and Great Lakes Region. The Advisory board took cognisance of the role of the Regional Women's Forum in the region and hence invited the President of the RWF to all meetings of the Advisory Board of the women platform, whose role is mainly advocacy and missions for peace building.

Challenges

- a) Continued presence of armed group in certain
- b) Gaps between the implementation of commitments of regional and international instruments and actions on the ground
- c) Slow progress in the enactment of relevant Women Peace and Security legislations
- d) Lack of understanding and knowledge of peace processes; Limited involvement of women in peace initiatives eg. the recent negotiations in Nairobi between the DRC government and the M23 rebel group

Recommendations

- i. Keep the regional women updated on peace processes. This can be enhanced by working with the National Coordinators in the Member States;
- ii. Identify success areas and where the regional women can add value;
- iii. Advocate for the inclusion of women and youth in peace building processes;
- iv. Enhance collaboration between the ICGLR Regional Women's Forum and the Advisory Board of the Women's Platform
- v. Reinforce the implementation of the protocol on prevention and suppression of Sexual violence against women and children and Involve men in promotion of gender mainstreaming and combatting Sexual Gender Based Violence (SGBV) in ICGLR member States;
- vi. Call upon the Office of the Special Envoy of the UN Secretary General to consider including female representatives from Member States in the Contact and Coordination Group;
- vii. Establish of a steering Committee comprising of Members of the Advisory Board and the Regional Women's Forum to support the work of both organs.
- viii. Reinforce Women and youth participation in decision making bodies; in peace and security and electoral processes.

- ix. Enhance women's participation mineral governance and economic empowerment
- x. Advocate for eradication of child labour, recruitment and involvement of children in armed groups
- xi. Undertake solidarity missions for peace and security in member states with conflicts.
- xii. Undertake solidarity mission in member states that have not yet developed a National Action Plan on Peace and Security (NAP) on the implementation of Women Peace and Security Agenda in line with the Regional Action Plan (RAP) on UNSCR 1325.
- xiii. Undertake solidarity mission in member states that have not yet established the National Women Fora.

5. PRESENTATION ON THE IMPACT OF THE COVID 19 PANDEMIC ON WOMEN AND GIRLS

- 5.1. Ambassador Eliane Berthe Mokodopo, Gender Consultant and former Director for Gender, Women and Children at the ICGLR Secretariat, presented on the impact of the COVID-19 Pandemic on women and girls in the region.
- 5.2. She noted that the pandemic has had a serious impact on the health of women and girls and further exacerbated gender inequalities by making women and girls more vulnerable, undermined social and health systems and caused economic and political difficulties. The impact ranges from health, The consequences of the coronavirus, such as the closure of schools, the restriction of economic activities and small businesses, and the cases of new infections at the local level, led to an increase in the burden on women and girls at home, through the management of children, the scrupulous respect of hygiene measures and the management of the effects of the coronavirus in the family.
- 5.3. The crisis affected services to support victims of gender-based violence and access to immediate reporting and support services was challenging due to mobility restrictions, and essential services, including life-saving care such as clinical rape management, mental health, and psychosocial support, could be disrupted when health and social service providers are overburdened and focused on managing COVID-19.

Recommendations

- i). Organize concerted planning of the response to COVID-19 at the regional level;
- ii). Intensify and scale up national and regional outreach, routine screening (testing) and surveillance activities for the pandemic;
- iii). Scale up emergency interventions to ensure the protection of all vulnerable people, including refugee, migrant and internally displaced women and girls, people living with disabilities, the elderly, people living with HIV/ AIDS, indigenous people, etc;
- iv). Ensure access to basic health insurance for households that are vulnerable or at high risk of becoming vulnerable due to COVID-19 ;
- v). Ensure the participation of women in the planning, identification of actions, programs and monitoring and evaluation of interventions aimed at fighting the pandemic, as well as in decision-making bodies, prevention mechanisms, management and care of the sick.
- vi). Integrate violence against women prevention and response services into COVID-19 sectoral action plans;

6. OFFICIAL OPENING CEREMONY

- 6.1. The Official opening Ceremony was held on 19th May, 2022, and featured speeches by the First Lady of the Republic of Burundi, HE. **Angelique Ndayishimiye** the Minister of National Solidarity, Human Rights and Gender, the Executive Secretary of the ICGLR, a representative of the Special Envoy of the UN Secretary General for the Great Lakes Region, and the Mayor of Bujumbura. The Former First Lady of the Republic of Burundi, H.E. Denise Nkurunziza, Female Members of the Senate, Female spouses of Burundian Government Officials, the Miss Burundi pageant finalists among others, attended the ceremony.
- 6.2. In his welcome remarks, **the Mayor of Bujumbura, Police Commissioner Jimmy Hatungimana** welcomed all delegations to Burundi and assured that there the country was safe and secure and thanked the ICGLR Secretariat for organizing the meeting in Bujumbura, the economic capital of Burundi. He thanked H.E. the First Lady for taking time out of her busy schedule to grace the meeting, a clear indication of the importance that the First Lady puts on the issues of women, gender equity and equality. He invited delegations to take time to visit Burundi and what the country has to offer and wished them fruitful deliberations.
- 6.3. In his speech, **Mr. Isaac Endeley, Chief of Staff, representing the Special Envoy of the UN Special Envoy for the Great Lakes Region,**

expressed gratitude to the Executive Secretary for partnering with the OSESG in the organization of the meeting. He noted that the current context of improved relations among Member States in the region was conducive for a greater role for women and youth in political and security processes, preventive diplomacy, and economic development, and emphasised on the need to collectively explore ways in order to promote women's leadership and the strengthening of networks and coalitions at all levels. He lauded the commitment made by the Heads of State of the region during the 10th Summit of the Regional Follow-up Mechanism of the Framework Agreement on Peace, Security and Cooperation, to prioritize transformative measures such as ensuring equal rights for women and promoting gender parity in political life and peace processes by 2023. He urged Member States to implement the decisions of the ICGLR Ministers of Gender as well as the strengthening of the principle of gender equality in planning and budgeting policies and programs at the national level.

- 6.4. The **President of the ICGLR Regional Women's Forum, Dr. Attiat Mustapha** thanked the Conference Secretariat and the Government of Burundi for organizing the meeting and looked forward to the commitment of Member states on women issues towards the attainment of the peace and security in the region. She expressed gratitude that the General Assembly was taking place and looked forward to fruitful deliberations during the Assembly as well as the incoming bureau of the General Assembly. In his remarks, the Executive Secretary of the ICGLR, Amb. João Samuel Caholo, thanked the Government of the Republic of Burundi for accepting to host the meeting and to the First Lady of the Republic of Burundi, H.E. Angélique Ndayishimiye, for taking time to attend the meeting. He commended the exemplary work that the First Lady was undertaking to change the lives of women, children, youth and people who are differently abled and for the commitment to fulfilling the mandate outlined in the Pact with regards to Gender and women empowerment. He noted that the meeting provides a platform for the women's voice, concerns and aspirations for a secure, stable and developed region to be tabled and discussed. He reiterated the commitment of the ICGLR to promote equitable participation of women and men at all levels, to promote the implementation of the Pact and the UN Security Council resolutions on women, peace and security, the Protocol on the Prevention and Suppression of Sexual Violence against Women and as well as facilitate the work of the Regional Women's Forum. He urged the meeting to design practical programmes and activities that uproot the causes of Sexual and

Gender Based Violence youth in the region. He emphasized on the need to strengthen the regional Women's Forum and the need for the Forum to be dynamic, proactive and innovative in order to meet the challenges of today. He noted that there could be no development without women empowerment and there could be no sustainable, peace without women involvement. Finally, he underscored the need for unity, togetherness and gender equality towards building a stable, secure and prosperous region as envisaged by the fore fathers when they signed the Pact.

6.5. In her speech, **the Minister of National Solidarity, Human Rights and Gender, Honourable Imelde Sabushimike**, welcomed all delegations to Burundi and thanked the First Lady for gracing the meeting, which demonstrated her deep commitment to the protection and promotion of women's rights. She noted that peace and security are a sine qua non condition for the realization of any project and that women and girls are the most affected by the consequences of the disruption of peace and security. During conflicts and war, men are killed while leaving behind widows and orphans, others leave their homes for fear of being killed or persecuted, which results in an increase in the number of female-headed households, and rape and sexual violence cases. She further noted that all these challenges befall women and girls, when they are naturally peaceful and pillars of peace and development. She also noted that the General Assembly of the Regional Forum provides a framework for exchange of experiences and capacity building among all member countries. She informed that the meeting was organized to assess the status of implementation of the Pact on Peace and Security in ICGLR member countries, adopt the report of the outgoing Steering Committee, adopt the report on the implementation of the Kampala Declaration, adopt the outcomes and recommendations issued by the General Assembly to be presented to the Heads of States of ICGLR member states as well as to elect new members of the Regional Women's Forum Steering Committee and its Bureau. She wished the meeting fruitful deliberations.

6.5. The **First Lady of the Republic of Burundi, H.E. Mrs. Angeline Ndayishimiye**, welcomed all the delegations from the ICGLR member countries to Burundi. She noted that in many countries of the world, especially those of the International Conference on the Great Lakes Region, women and girls constitute more than half of the population and that women have played a predominant role in the establishment and consolidation of peace in the society. She further noted on the need for peace and stability in the region in order to allow the free

movement of goods and people, given that the economic activity of women in the region is crossing national borders. The recurrent armed conflicts that are ravaging the region continue to disproportionately affect women and girls. Violation of women's rights is mainly due to gender-based violence of which women are victims both within the family and the community, discrimination in various forms leading to the poor access of women to production factors, including land in particular, the poor consideration of women's specific needs in planning, the poor participation of women in decision-making bodies as well as their low degree of resilience to consecutive shocks. She urged Member States that had not set up their National Women's Forum, in order for the Regional Women's Forum to be active and to adequately fulfil its mandate. She recalled the objectives of the General Assembly which was to among others, assess the impact of the Covid-19 and the activities of armed groups on women and children in the region as well as adopt a strategic plan to support the implementation of the ICGLR pact and the legal framework on gender. She called on participants to identify the best strategies to adopt in order to establish lasting peace in all the countries of the Great Lakes Region to make their fair contribution to the development of their families, their nations and the sub-region. She concluded by thanking the Secretariat and the partners for organizing the meeting and wished the General Assembly meeting fruitful deliberations and declared the meeting officially opened.

7. PRESENTATION OF THE REVISED DRAFT ACCORD ON THE ESTABLISHMENT OF THE RWF

Honourable Betty Ocan, the Second Rapporteur of the RWF presented the revised Draft Accord that establishes the Regional Women Forum which was signed by the Ministers of Gender in Arusha, United Republic of Tanzania, 18 December 2010. It was deemed necessary to revise the Accord in order to accommodate the Republic of South Sudan which joined the ICGLR in 2012 as well as include the provisions of the Kampala Declaration adopted in 2013.

Observations

- i. Include the protection of people with special needs;
- ii. Indicate the ICGLR languages of the Pact: English, French, Portuguese and Arabic;
- iii. Update the names of Ministers and Ministries in the Accord;

- iv. Secretariat to take into consideration the amendments and ensure that that the Accord is available in all the ICGLR languages.

After extensive discussions, the Accord was adopted with amendments.

8. PRESENTATION OF COUNTRY REPORTS BY MEMBER STATES

The meeting received reports from Member States on the activities of the National Women's Forum as well as shared best practices state of advancement on the situation of women in the respective Member States. The reports highlighted the progress made in the establishment of the National Women's Forum, implementation Status of National Action Plan for Resolution 1325 (particularly on the issue of women's participation at the political/parliamentary and governmental/administrative levels and women's involvement in leadership, peace and security, and electoral processes, status of implementation of the Kampala Declaration on Sexual and Gender-Based Violence (SGBV), achievements, challenges and future prospects, the impact of the Covid-19 on women and children in ICGLR Member States, status of women in economic empowerment, natural resources, women's participation in conflict resolution and mediation as well as in cross border trade areas, in their respective countries. They also shared challenges that they experienced as well as the best practices.

It was noted that most Member States had made great strides on the participation of women, implementation of the Kampala Declaration, and gender equality, albeit slowly.

Some of the challenges experienced include lack of funding, poor representation of women in non-elective posts, lack of national women's Forum in some member states among others.

The detailed country reports are annexed to this report.

Recommendations

National Forums to adopt bilateral exchanges to ensure exchange of best practices.

9. PRESENTATION OF THE GUIDELINES FOR THE ELECTION OF THE NEW STEERING COMMITTEE AND BUREAU

- 9.1. Amb. Eliane Mokodopo, made a presentation on the guidelines for the election of the steering committee and bureau. She gave a

background on the formation and roles of the ICGLR Regional Fora as envisaged in the Pact. She also presented the Terms of Reference for the Steering committee of the Regional Women’s Forum.

9.2. It was noted that as per Article 9 of the Accord establishing the RWF, the Chairperson, the Members of the steering committee and the Bureau of the Regional Women Forum hold office for two years on a rotational basis. So far, the following Member States have been members of the Bureau: Congo, CAR, DRC, Kenya, Rwanda, Sudan, Tanzania, and Zambia.

9.3. It was therefore agreed that Angola, Burundi and South Sudan would be eligible for the elections. The meeting, by consensus, also nominated Congo and Tanzania for election to the Bureau.

10. ELECTIONS AND HAND OVER OF THE NEW COMMITTEE AND BUREAU

10.1. The elections are by consensus. As per practice, the country that hosts the General Assembly assumes the Presidency of the Regional Women’s Forum. In this regard, the Bureau of the RWF was elected as follows:

President-	BURUNDI
1 st Vice President-	ANGOLA
2 nd Vice President-	SOUTH SUDAN
1 st Rapporteur-	CONGO
2 nd Rapporteur :	TANZANIA

The following officials were identified

President-	Honourable Sabine Ntakarutimana
1 st Vice President-	Hon. Faustina F. Inglês de A. Alves de Sousa
Vice President-	Jane Kiden Jackson
1 st Rapporteur-	Veronique Kouta
Tanzania-	Grace Obeid Mwangwa

Steering Committee

Angola-	Hon. Faustina F. Inglês de A. Alves de Sousa,
Burundi-	Hon. Sabine Ntakarutimana
CAR-	Ngbondo Ongonda Eugenie Lucienne
Congo-	Veronique Kouta

DRC-	Florence Boloko Mularika
Kenya-	Joyce Kibet
Rwanda-	Immacule Ingabire
Sudan-	Suad Dishol
South Sudan-	Jane Kiden Jackson
Uganda-	Hon. Faridah Kibowa Hajjat
Tanzania-	Grace Obeid Mwangwa
Zambia-	Nchimunya Nkombo

10.2. HANDING OVER CEREMONY

The handing over Ceremony was witnessed by the Permanent Secretary in the the Ministry of National Solidarity, Human Rights and Gender and the Deputy Executive Secretary of the ICGLR.

10.2.1. Dr. Attiat, the outgoing President, thanked participants or their commitment and to all Member States for the support they accorded to the outgoing Bureau during their tenure. She looked forward to the establishment of the National Women’s Forum in Member States that were yet to do so, since they contribute to the achievements of the Regional Forum . She coordination is very important in the implementation of the activities as well as the coordination of all the ICGLR Fora (Youth, Private Sector, Civil Society and Parliaments). She wished the incoming President a fruitful mandate and urged them ensure they work for the interest of the women in the region.

10.2.2. In her acceptance speech, Hon. Sabine Ntakarutimana, thanked the Women of the Region for the honour bestowed on her, by electing the she looked forward to close collaboration with the outgoing Chairperson, Bureau as well as the ICGLR Gender Directorate and count on their support, experience and expertise in the execution of their duties. She pledged to ensure that the incoming bureau will make a difference in the sub-region, region and the world. She urged all present to be role models to the young women.

11. PRESENTATION OF THE STRATEGIC PLAN AND ACTION PLAN

11.1. Mr. Victor Mugaruka, Assistant Programme Director, informed on the need for the incoming office to have a Strategic Plan and Action Plan that would guide their activities for the next two years. He briefed the meeting on the progress of the development of the ICGLR Secretariat Strategic Plan 2022-2026, and the RWF, should

therefore develop their Action plan, based on the Secretariat Strategic Plan.

Recommendations

- i). The Assembly agreed on the following roadmap:
 - a) Submission of inputs from all Member States by 30th May 2022.
 - b) Member States that have not set up National Forums to do so in the next 3 months
 - c) Member States to develop their National Action Plans which would then assist in the development of the Regional Action Plan.
- ii). The New Bureau to review the previous Strategic Plan and Action Plans which were not implemented due to financial constraints and amend as appropriate;
- iii). Bureau required to meet in order to review the proposals;
- iv). COCAFEM pledged to work with the RWF on the development of a Strategic Plan

12. CONSIDERATION AND ADOPTION OF THE REPORT

Having reviewed the Draft Report, the General Assembly adopted the report with amendments.

13. CLOSING CEREMONY

- 13.1. The incoming Chairperson of the RWF, Hon. Sabine Ntakarutimana, the Deputy Executive Secretary of the ICGLR, Ambassador Yasir Ibrahim Ali Mohammed, and the Permanent Secretary in the Ministry of National Solidarity, Human Rights and Gender, Mr. Felix Ngendabanyikwa made remarks during the closing ceremony.
- 13.2. The Incoming Chairperson commended the organization of the meeting in Burundi, thanked her country, the Republic of Burundi for the confidence placed on her, and to the Assembly for electing her to the position. She pledged that during her mandate, the new Bureau would make things happen and noted that in order to consolidate peace, security and stability and good relations among member states, there is need for the participation of everyone and especially if the gender dimension is to be effective in all the Member States.. She expressed gratitude to the Secretariat and to all who made the hosting of the meeting a success. She

also thanked the outgoing Bureau and particularly the achievements despite the challenges they experienced in the discharge of their duties and informed that the new Bureau would look up to the outgoing bureau in case of any assistance.

- 13.3. The Deputy Executive Secretary congratulated the newly elected Bureau. He thanked the Government of the Republic of Burundi for accepting to host the General Assembly and to the partners, the OSESG, Femwise, UNFPA and UN Women for supporting the organization of the meeting. He noted that the meeting was a fruitful and commended the engagement of the Assembly in the meetings. He thanked the outgoing Bureau for being steadfast in the promotion of the rights of women, despite the challenges they experienced, including the delay in hosting of the meeting. He wished the incoming bureau all the best and urged them to remain engaged in ensuring that women in the region remain engaged and participate in peace building efforts and stability of the region.
- 13.4. The Permanent Secretary, speaking on behalf of the Minister in charge of Gender, expressed gratitude to the participants for their active and effective participation which facilitated fruitful engagement, noting that the recommendations would be presented to the ICGLR Heads of State and Government, for consideration. He also congratulated the new President of the Regional Women's Forum on her election and pledged the support and cooperation of the Republic of Burundi in the exercise of her mandate. She also commended the outgoing President, Dr. Attiat Mustafa for her remarkable service during her tenure. He recognized the value of women to humanity and their importance in the socio-economic development and consolidation of peace and security in the Great Lakes region. He called upon the newly elected steering committee to intensify its efforts to contribute more to the promotion and protection of the human rights of women in the great lakes region in order to achieve a better consideration of the gender dimension in the Member States of the Great Lakes region. He expressed gratitude to the Conference Secretariat for choosing to organize the meeting in Burundi and wished delegates a safe journey back to their capitals. He also acknowledged the partners for their support that enabled the success the General Assembly



Report of the Executive Committee to the ICGLR Youth Forum General Assembly

Presented by the President of the ICGLR Youth Forum in a virtual meeting held in November 2021

Contents of the Report

1. Background
2. Status of Progress, Challenges and Solutions
3. Strategy and Action Plan
4. Way Forward

1. Background

The Key Performance Indicators (KPIs) of the Dar es Salaam Declaration (2004) aimed for:

1. No conflict or active war in the region by 2015
2. Border areas have achieved developmental milestones similar to other areas
3. Significant decrease in the number of small arms and light weapons
4. The number of cases of international crime and terrorism in the region is lower than statistics on international incidents
5. The potential for unrest is mitigated through established regional systems

The Pact on Peace, Stability and Development (2006), guiding as well the mandate of the Regional Youth Forum includes:

1. Ten (10) Protocols
2. Programmes and projects (under 4 thematic areas: Democracy and Good Governance, Economic Development and Regional Integration, Social and Humanitarian Affairs & Peace and Security)
3. Special Fund for Reconstruction and Development
4. Regional Follow up Mechanism

History of Youth Involvement in the ICGLR Process

From the beginning of the process, youth, together with the civil society, parliamentarians and women, were key participants in the joint AU/UN Great Lakes Peace Process (Technical Thematic Task Forces, Regional meetings of women, youth and CSOs & National Preparatory Committees), at national and at Regional level (NCM, RIMC and Summit) after the signing of the Pact. This form of inclusiveness is a core principle of the Dar es Salaam Declaration and later, the Nairobi Pact on Peace, Stability and Development.

Mandate of the ICGLR Regional Youth Forum

The mandate of the Regional Youth Forum is drawn from Article 18 of the Pact: The Programme of Action for Democracy and Good Governance and Project 2.5.2 adapted under the Pact on Peace, Stability and Development.

Role of the Regional Youth Forum

Vision	Mission	Principles	Values
The Regional Multifunctional Youth Forum (RYMF) envisions a peaceful and prosperous Great Lakes Region.	To inform, engage and educate the youth of the Region to enable them to meaningfully progress and contribute to development in the Great Lakes Region.	<ul style="list-style-type: none">• Partnership• Inclusion• Ownership	<ul style="list-style-type: none">• Unity in Diversity• Partnership and Synergy• Non-Discrimination• Creativity and Innovation

Organizational Structure of the Regional Youth Forum

At Regional Level - ICGLR Regional Youth Forum

- General Assembly
- Executive Committee
- Secretariat
- The Regional Youth Forum reports to the Summit of Heads of State and Governments

At National Level - National Youth Forums

- Should exist in all Member States
- Representative of all youth organizations and associations
- National Youth Representatives sit in the National Coordination Mechanisms (under the Ministries responsible for Foreign Affairs)
- National projects and programmes are implemented at country level within the regional framework

2. Status of Progress, Challenges and Solutions

Key activity	Results	Current status	Key challenges	Possible solutions
Planning and validation meetings for the setting up of the ICGLR Regional Youth Forum Secretariat in Nairobi, Kenya	Office space secured, equipment procured and interim Secretariat in place pending the signing of the host agreement and recruitment of the permanent Secretariat.	Host agreement signed, February 2022	Regional Forum could not previously formally access office space, equipment or vehicles in absence of a host agreement; accountability of seed funding disbursed and recruitment of staff was also a challenge that can be better managed	Signing of host agreement and recruitment of staff to the Youth Forum Secretariat
Declaration of the ICGLR Special Summit of Heads of State and Government on the fight against Youth Unemployment through Infrastructure Development and Investment Promotion	Policy statement at highest level, supporting favourable environment for investments and socio-economic development to fast-track opportunities for decent jobs and inclusive growth for regional Youth	Declaration in place to guide regional and national actions	Lacks implementation and monitoring framework	Develop implementation and monitoring framework; integrate in ICGLR strategy and actions plan/s
ICGLR Regional Parliamentarians Forum Resolution on Youth Employment	In collaboration with the Parliamentarians Forum a resolution on youth employment was passed by the Region's Parliamentarians' Forum- a key result for the harmonization of plans and policies for youth development in the Region	Resolution in place for implementation	Lacks implementation and monitoring framework	Develop implementation and monitoring framework; integrate in ICGLR strategy and actions plan/s
Collaboration with UN Habitat and UN Envoy's Office for the Setting Up of Youth Centers for Peace	In collaboration with the UN Special Envoy's Office and UN Habitat, support for the establishment and strengthening of regional youth innovation hubs in cross border zones in <i>Burundi, Rwanda and the Democratic Republic of Congo</i> .	Sites identified, centres to be constructed Integration of YPS in the UN Strategy for Peace Consolidation, Conflict Prevention and Conflict Resolution in GLR	Project initiated can benefit from technical and financial support to ensure sustainability	Opportunities to collaborate with OSESG-GLR, partners, through Secretariat with operationalization of Youth Forum Secretariat

Key activity	Results	Current status	Key challenges	Possible solutions
Youth Election Observation Mission to the United Republic of Tanzania & Youth Observers in ICGLR Election Observation Mission to the Republic of Zambia:	The ICGLR Youth Observation Mission was the first of its kind in the Region and Africa of a delegation that was composed of Youth specifically for observation of elections with particular focus on the Youth and their participation in the Electoral Process.	Ongoing	Needs to be institutionalized to ensure better youth participation, monitoring and reporting on process	Integration in ICLGR strategy and action plan/s
National initiatives for the promotion and implementation of the ICGLR Summit Declaration on Youth Unemployment	Member States implementing national actions e.g. Tanzania Regional Commissioner's Declaration on the Promotion of Youth Employment	Ongoing	Lacks implementation and monitoring framework	Instate Youth Forum Secretariat to work with the Executive Secretariat to effectively implement
Youth mobilization and engagement on thematic areas at national level	Youth dialogues, sports, community outreach, media programmes, national and regional meetings--	Ongoing	National activities support ICGLR aspirations but not directly supported by the ICGLR	Engage and remunerate youth representatives at national level; ensure youth participation in NCMs

Key Gaps and Challenges

No.	Gap	Challenge	Proposed Action
1.	Lack of Secretariat at regional level	Unable to operate and mobilize resources at regional level; unable to support activities at national levels; sustainability is threatened by lack of accountability, affecting contribution by Member States	Follow-up of Article 38 and Article 40 of the Declaration on the fight against youth unemployment that respectively endorsed the establishment of the Regional Youth Forum; and accepted the offer of the Government of Kenya to host the Secretariat and meet the initial cost of its establishment by: <ol style="list-style-type: none"> 1. Host Country Agreement signed in February 2022 will facilitate the effective and timely implementation of planned activities at regional and national level. 2. ICGLR Conference Secretariat to fast track the recruitment process for the permanent staff for the Youth Forum Secretariat 3. In the absence of the regional secretariat, work through a UN agency to collaborate with youth to implement priority activities (resources, monitoring and reporting) may be a viable option to meet project objectives in the set timeframe
2.	Lack of support to national forums/structures	The Pact calls for the mobilization of youth including CSOs and Youth Councils in Youth Forums. There is no support available from government, UN or partners to support the work and sustainability of these forums at national level	<ol style="list-style-type: none"> 1. Support to the national forums. Implementation of planned activities of thematic areas and institutional building

3. Strategy and Action Plan

1. The latest Action Plan – was endorsed by the Executive Committee of the Regional Youth Forum in 2017 and the Strategic Plan for 2017-2019
2. Follow-up resolutions of a meeting of the Executive Committee held in Mombasa (in 2018) proposed the implementation of prioritized activities, mainly the signing of the host agreement and operationalization of the ICGLR Regional Youth Forum Secretariat.
3. 2021 resolutions underline the need to integrate and address emerging issues including developing and implementing National Plans of Action for UN Resolution 2250– emphasizing activities at regional level, to be implemented by the regional forum through the Forum Secretariat

Summary of the Regional Youth Forum Strategy



The Strategic Plan for the Youth Forum (2017-2019) needs to be reviewed and updated.

Priority Actions endorsed by the Executive Committee in 2018:

Programme Area 1: Peace, Security and Good Governance

1. Action plan for Youth Development in the context of the ICGLR with specific focus on the Sustainable Development Goals (SDGs), UN Security Council Resolution 2250 on Youth, Peace and Security of 2015 and the African Union Agenda 2063.
2. Peace dialogues in Republic of South Sudan, Central Africa Republic, Democratic Republic of Congo and Republic of Burundi including an ICGLR Peace flame to move in the region.
3. Observation mission for Election in ICGLR Member States that will be having general elections during the period namely; Republic of Rwanda, Republic of Kenya, Republic of Angola and Democratic Republic of Congo.
4. Prevention of Extremism and Radicalization programmes for youth in the region.
5. Commemoration of the Rwanda Genocide
6. Establishing Cross-border Regional Youth Centres for Peace e.g. The Goma Model
7. Organize country visits to popularize ICGLR Summit Declaration on the fight against Youth Unemployment through infrastructure development and investment promotion.
8. Youth exchange program for peace and development

Programme Area 2: Employment, Trade and Entrepreneurship

1. Action plan for the ICGLR Summit Declaration on the fight against Youth Unemployment through infrastructure development and investment promotion with emphasis on technical and vocational educational training.
2. Match making and capacity building for Entrepreneurship
3. Agriculture, trade and industrialization

Programme Area 3: Sustainable growth and Social Development

1. Famine and food security in the region
2. Refugees and issues of Migration
3. Reviewing of policies on youth development to inform advocacy for reforms and sharing of best practices
4. Education and promotion of rights of women, girls and children including human trafficking, Female Genital Mutilation, Early pregnancy and Early Marriage

Programme Area 4: Organization Development

1. Production of Internet based digital communication and learning including an ICGLR Youth Forum website
2. Partnership with the United Nations and other related Regional Institutions
3. Regional programs (use of online platforms, television and community radios) to share and document lessons and best practices.
4. Partnership with, and set up where necessary the community radios for public sensitizations.
5. High level engagement with policy makers to profile the ICGLR Youth forum including meetings with Heads of States.

Highlights of the ICGLR Regional Youth Forum Action Plan 2022 – 2024

No.	Outcome	Activity	Responsible
1.	Employability and Employment	<ul style="list-style-type: none">• Research and Advocacy• Capacity Building and Engagement	ICGLR Youth Forum Secretariat, ICGLR Executive Secretariat, NCMs
2.	Peace and Security	<ul style="list-style-type: none">• Research• Training and awareness• National Plans of Action for UNSC Res. 2250• Sports and Peace	ICGLR Youth Forum Secretariat, ICGLR Executive Secretariat, NCMs
3.	Institutional visibility, efficacy and effectiveness	<ul style="list-style-type: none">• Communication• Partnerships and resource mobilization• Monitoring and Evaluation• Reporting	ICGLR Youth Forum Secretariat, ICGLR Executive Secretariat, NCMs

4. Way Forward

1. Strengthen youth participation in the process and Regional Youth Forum Leadership
2. Signing of Host Agreement is imperative for progress and sustainability
3. Operationalization of Regional Youth Forum Secretariat including recruitment of staff
4. Sustainability of the Forum

Notes from the YPS Capacity Building Workshop for the Great Lakes Nairobi - 17-20 October

DEAR RAPORTEURS, THANK YOU FOR YOUR SUPPORT! PLEASE ADD YOUR NOTES IN THE APPROPRIATE SPACE BELOW AND ADD YOUR NAME BEFORE YOUR SECTION, IN CASE WE NEED TO ASK FOR CLARIFICATIONS!

In case you have slides you would like to share, please email them to Meron (negussie@unfpa.org) and Joao (scarpelini@unfpa.org)

Notes from Day 1

Group Discussion 1 - Youth-led Organizations & Initiatives

Assessment of What has worked, What hasn't, challenges, Way forward
Countries insights-Zambia, Uganda, Kenya, Rwanda, South Sudan

What Has Worked

Utilization of a positive environment-Entry point
Advocacy at community level-IGD with pastoralist communities
Maximizing youth numbers thru capacity building
Utilization social media #ChoosePeaceBepeace

What hasn't worked

Mindset and perception
Organizational capacity; resource mobilization, policies
Donor Demands
Financing-Delayed, Donor demands, short term funding
Inaccessibility and movement
Limited Government support

Wayforward

Establish YPS National Action Plans and POI for countries present
Organizational Capacity Building- Resource mobilization, mentorship, documentation, peace programming
Funding- Long term and emergency/flexible
Exchange programmes/Benchmarking
Celebrate peacebuilders
Innovation-Art and translation
Maximizing use of social media

Group Discussion 2 - National & Regional Multistakeholder Coalitions on YPS

NATIONAL REGIONAL AND MULTI-STAKEHOLDER COALITION

Experiences

Democratic Republic of Congo

Kenya

Uganda

Burundi

Mozambique

FACTS

Uganda has just come up with a National Coordination Mechanism for Youth Programmes, with different thematic working groups with the YPS agenda falling under the Governance and Participation Working Group. This group is yet to meet in this quota to start their operations

Uganda has the youth structures from Village levels to the national level that can be used to advance the YPS agenda but also mobilization in the advancement of the YPS agenda

In Kenya, there are indeed the National Youth Council and the National Youth Service but perceived as pro-government so the mistrust for the establishment of a coalition on YPS constitutes a deterrent factor.

The YPS agenda in Mozambique not well established.

DRC has a strong national coalition on YPS that was instrumental in data collection for the design of the NAP 2250

CHALLENGES

Has to be anchored in institutions,

Staff turnover is high which affects continuity and membership in coalitions

There is mistrust among youth organisations and government

Group dynamic challenges-hard to implement as a coalition- in a coordinated manner as individuals/ institutions want to work in silos

Poor/ inadequate information sharing and knowledge management of interventions and among stakeholders

Illegitimacy of some CSOs and youth led organisations

Formalization of youth led initiatives and organizations, making it hard for usage of information gathered from the associations

Poor data collection and evidence-based approaches

There are several individual interventions

SOLUTIONS

- Develop a criteria for legitimacy of experience and organisations in the YPS space to improve on the quality of service delivered
- Mapping organisations/ associations with initiatives on YPS agenda initiatives
- Strengthen ownership of the YPS agenda by the governments, CSOs, NYCs, and youth led organisations
- Coalitions should define what YPS mean in the specific countries, regions and districts

- Creating strategic partnership/ allies for sustainability of the coordination structure and also implementation of interventions
- Building capacities of stakeholders have positive impact on the national and regional multi-stakeholder coalitions
- Institutionalization of the coordination structures for sustainability in funding and interventions
- There is need for structured data documentation, analysis and reporting
- Create Youth Forums using accessible platforms to promote discussions amongst youth
-
-

Group Discussion 3 - Participation Mechanism

Challenges

- Recommendations and submissions by youth on peace and security are not considered legitimate or credible by government officials and policy makers when making key decisions.
- Communities are blocking the implementation of youth supported interventions.
- Government security officials using ad hoc approaches in dealing with insecurities among the youth.
- Youth not given a platform to participate in discussions relating to peace and security.
- Inadequate technical skills among youth led organizations, this limits their ability to handle youth peace security issues.
- Policy commitments to support youth are not effectively implemented as agreed for example in South Sudan 20% of the jobs are supposed to be given to youth.

- High illiteracy levels and poverty among the key contributors of insecurity.

Good practices

- Youth consultation and participation during the **transition process** in CHAD etc.
- Capacity building and sensitization of youth leaders on peace and security related issues. Youth leaders cascade the messages through **peer to peer learning**.
- Establishment of one stop youth centers to create safe spaces for youth to discuss and address youth peace and security related issues.
- Formalization and operationalization of national youth councils (in the Horn of Africa).
- **Capacity building** of youth led organizations in resource mobilization and leadership.
- Youth participation in structures at county level facilitates intergenerational dialogue on youth peace and security
- The use of the “**Open Mic**” provides youth and security officials a platform to dialogue on responsibilities and rights regarding peace and security (Kenya).
- Use of **art and sport** to sensitize and engage youth and the community on peace and security related issues affecting them.
- Different government departments working together to train men and women on YPS topical issues to ensure that their voices are heard at all levels.
- Engaging **religious leaders** as vehicles for disseminating YPS messages among community members.
- Using **digital platforms** like social media, youth come together to voice out YPS issues to the government.
- Contribution towards youth related policies and documents
- **University level intergenerational dialogues** between students and lecturers on YPS.

- “**Youth sounding boards**” (example of Kenya, with support of UNDP) which consists of group of young people who advise and contribute towards key peace and security issues in UN programming.
- Use of **non-traditional methods** of **storytelling** and disseminating YPS related messages. e.g. the use of community radio stations.
- Establishing **local committees and infrastructures for peace** including youth and women to advise and collect data on peace related matters.

Recommendation

- Ensure that legal instruments and mechanisms are understood by young people. Some resolutions such as the United Nations Security Council Resolution 2250 are not fully understood by youth.
- Local/provincial legal acts need to guide actions on YPS agenda at lower levels
- Ensure establishment/strengthening of YPS monitoring mechanisms at local level
- Provide livelihood opportunities for young people to ensure that they are engaged in profitable ventures to reduce insecurity.
- Ensure youth participation in decision making platforms related to peace and security
- Promote youth participation in advocacy and communication around peace and security issues affecting them.

Group Discussion 4 - Regional Youth Programming

Notes from Day 2 - Discussion for the country-level implementation of the YPS agenda

Discussion on Capacity

Group 1 -

Group 2 -

Group 3 -

Group 4 -

Good Practices

- Training of Youth Led Organizations on YPS
- Joint partnerships
- Inclusivity of all in regional platforms i.e hosted regional affairs in Nairobi were different people were engaged, participation included Horn of Africa region, S.A region
- Put youth led organizations under one umbrella of Young people

Challenges

- Lack of resources in financing capacity building
- Lack of structures
- Lack of coordination both internally and externally
- Project is new in Zambia and hard to cope up
- Young people are easily manipulated and it makes it hard for them to be consistent when someone better comes up
- Intense capacity building of these young people
- Young people are excluded from their own meetings and projects

Recommendations

- Finance capacity building
- Regional integration of youth coordinators (organize annual meetings and workshops) these will help in linkage of Young People sharing their experiences
- Engage regional offices so that other countries can also learn from other countries
- Engage more IPs in dealing with peace and security
- Capacity building of Young people so that they become IPs of themselves

Group 5 -

Group 6 -

Discussion on Research

Group 1 -

Why is research important

Assess progress

Carry out evidence-based Advocacy

Motivate organizations through the impact being made

Problems

Expensive

Scared to conduct research

Recommendations

Partner with research institutions and private sector

Change terms "Tell your own Story" to replace research

Reach out for professional help-Probono from allies

Share progress and findings with communities

Make Data Collection a progress and not an event

Partner with other young people-Sell our agenda

Best Practices

Positive messaging

Knowledge and recognition of mandate

Advocacy/Activism

Risk Assessment and protection for activist

Group 2 -

Group 3 -

Discussion on Programming

Group 4 -

Good Practices

- Centers for Youth to learn life skills so that they are not pushed towards conflicts due to lack of economic alternatives
- Have young people become Peace Ambassadors to relay messages to their peers
- Training of young people on stress management and non-violent communication, etc. so that they are in a positive mental state to address the conflicts that they are themselves impacted by
- Organization of national fora for youth to share experiences
- Innovative practices such as using art to sensitize on peace and security
- Accompanying the youth groups to lead their own projects (Y-peers)

Challenges

- Lack of understanding of the YPS agenda by the youth groups
- Lack of implementation of young women in the YPS activities
- Usage of poor youth friendly terminology/vocabulary and methods
- Lack of consultation of youth in the early phases of programming
- Lack of coordination (external) and of structure (internal) of youth groups
- Lack of autonomy and financing of youth groups' activities

Recommendations

- Lead training of trainers to impact larger groups of youth and ensure the most excluded young people are reached even when they do not attend the meetings themselves
- Lead sensitization of young men against GBV and notably conflict related sexual violence
- Take all the necessary steps to ensure the participation of young women in YPS training and activities led
- Having conversations with youth/engage them/listen to them : to understand the root cause of extremism and tackle those issues in programming ; to obtain feedbacks for the youth on the programmes' implementation ; to adapt the services to the demands/needs of the youth
- Training young people on psychological first aid, stress management, non-violent communication, etc. not just the YPS agenda itself
- Ensure youth is involved in the creation of NAPs
- Organize fora for youth to share their experiences/challenges/best practices on YPS programming

Group 6 -

Notes from Day 3 - Discussions on the Draft Strategic Plan for GLR

Group 1 -

Group 2 -

Group 3 -

Group 4 -

Strategic Priorities

- Coordination, Monitoring and Evaluation
- Accountability and Transparency
- Capacity Building, Knowledge Mobilization and Innovation
- Resource Mobilization
- Engagement and Advocacy

Coordination, Monitoring and Evaluation

- Develop mechanism (s) which bring together the regional and national levels including the grassroots and the secretariat
- Develop national level follow-up mechanisms for interventions implemented at regional level.
- Harmonized monitoring and evaluation tools for all member states.

Accountability and Transparency

- Generate annual programmatic and financial reports which can be accessed by the public.
- Hold consultative meetings during annual work plan development to ensure that that input from different players is incorporated
- Ethics training

- Create a network of YPS volunteers at grassroots level.

Capacity Building, Knowledge Mobilization and Innovation

- Conduct bi-annual capacity needs assessments.
- Levy Mwanawasa Regional Center to establish a YPS dedicated repository
- ICGLR and the private sector to develop a youth social entrepreneurship programme.
- Hold national/Regional level information sharing meetings on progress made towards YPS.



INTERNATIONAL CONFERENCE ON THE GREAT LAKES REGION

THE REGIONAL WOMEN'S FORUM STRATEGIC PLAN (2023-2027)

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FOREWORD

The International Conference on the Great Lakes Region (ICGLR), established in 2006 under the Pact for Security, Stability and Development for the Great Lakes Region (ICGLR Pact), is premised on the Dar – es – Salaam Declaration on Peace, Security, Democracy and Development in the Great Lakes Region of 2004 (Dar-es-Salaam Declaration). In its Preamble, the Dar-es-Salaam Declaration raised concern about: the endemic conflicts and persistent insecurity caused or aggravated by, *inter alia*, economic stagnation and poverty aggravation, mistrust and suspicion between governments, massive violations of human rights and other policies of exclusion and marginalization, gender inequality, use of violence for conquering and conserving power, impunity of crimes of genocide, crimes against humanity, war crimes, illicit trafficking of small arms and light weapons, proliferation of armed groups, organized crime and illegal exploitation of natural resources...” It is against this backdrop that the ICGLR was created under the auspices of the African Union (AU), the United Nations (UN) and Member States of the Great Lakes Region, as a direct response to the debilitating consequences of conflict in the region.

The Dar es Salaam Declaration contains strong commitment to gender equality and women’s rights. Part of its Preamble states that: “...*discrimination against women, particularly at decision making levels, in the areas of peace and security, democracy and political, economic and social governance calls for a deliberate, immediate and sustainable redress.*” The Preamble of the Pact also notes that the Member States were: “*Determined to ensure the strict observance of the standards and principles of international humanitarian law, notably those relating to the protection and assistance of women, children, refugees and displaced persons, the violations of which have seriously affected the populations concerned.*” The Pact has ten (10) Protocols and four (4) Programme Areas of Action which have provisions that promote gender equality and women’s rights.

The Pact also specifically provides for the creation of a Regional Follow-up Mechanism which consists of the Summit of Heads of State and Government, the Regional Inter-Ministerial Committee, the Conference Secretariat, the National Coordination Mechanisms and the Collaborative Mechanisms or other specific structures or forums, if necessary, in order to ensure its implementation. Accordingly, the ICGLR Regional Women’s Forum (ICGLR/RWF) was created in 2010 as one of forums to ensure implementation of the Pact.

This Strategic Plan aligns and harmonizes the ICGLR/RWF strategic direction with the objectives and activities of the ICGLR, Women, Peace and Security in the Great Lakes Region, National Women Fora and other Women-led organizations in the Great Lakes Region. The ICGLR/RWF Strategic Plan, 2023 – 2027 takes into account the current internal and external operating environment to enhance effectiveness and sustainability in the area of programming, policy, and advocacy in the Great Lakes Region; and builds on ICGLR/RWF’s previous achievements.

I sincerely thank all Members of ICGLR/RWF, Stakeholders in the ICGLR Member States, cooperating Partners, in particular the EU, UNFPA, UNDP, UN Women, OSESG-GL and the ICGLR Secretariat for their facilitation and contribution in the development of this Strategic Plan. Your continued support will greatly assist in turning words into action.

**Amb. Joao Samuel Caholo,
Executive Secretary, ICGLR**

ACKNOWLEDGEMENTS

The ICGLR/RWF was created in 2010 as one of forums to ensure implementation of the Pact under its Regional Follow-up Mechanism. The mandate of ICGLR/RWF is to *Lead, Facilitate, Provide technical support, Advocate and Lobby, Mobilize Resources, Monitor, Evaluate and Prepare Reports - with a view of ensuring efficient implementation of the ICGLR Pact. It specifically focusses on the gender dimension; women specific issues; women's rights; and strengthening the institutional capacity of ICGLR/RWF*".

The responsibilities of ICGLR/RWF are to:

Play the leading and facilitating role in the implementation of the gender dimension of the ICGLR Pact;
Provide the necessary technical support to women's organizations and institutions with a view to ensuring the efficient implementation of the ICGLR Pact and its Protocols and *Programmes of Action*;
Advocate and lobby on women's specific issues under the ICGLR Pact and other related regional and international instruments on women's rights;
Mobilize resources for the effective participation of women in all aspects of the ICGLR Programmes of Action;
Monitor, evaluate and prepare reports on the *gender dimension of the ICGLR Pact*; and
Establish, strengthen, and build the Institutional Capacity of the ICGLR/ICGLR/RWF.

The convening of the 3rd General Assembly of the ICGLR/RWF, held in Bujumbura between 18-20 May 2022, and the election of a new Steering Committee and Bureau, proposed the review of ICGLR/RWF strategic direction. This Strategic Plan is aimed at ensuring that the RWF continues with the momentum generated and retains its relevance in its spheres of influence. It will also galvanise, harmonise and align its roles, mandates, and activities with the national fora in the region. This Strategic Plan is a key deliverable which is in line with the ICGLR/RWF's responsibility – to build its capacity, and provide a foundation that will enable it execute its other responsibilities effectively.

The RWF acknowledges with sincere appreciation the support provided by the United Nation Population Fund-East and Southern Africa Regional Office (UNFPA-ESARO) in the development of this five-year Strategic Plan (2023-2027), an Action Plan for 2023; and an Operational Plan of the Secretariat for 2023/2024.

The ICGLR/RWF also acknowledges with gratitude the consistent technical support and coordination provided by the ICGLR Conference Secretariat and in particular the Gender, Women and Children Directorate.

The vital input of all ICGLR/RWF Members who have supported the process by attending meetings, providing information, and ideas that enriched the development of the Strategic Plan, Action Plan, and Operational Plan for the Secretariat is highly appreciated.

Sincere appreciation is extended to all ICGLR Member States, Members of the Regional Women's Forum, Partners, in particular the EU, UNFPA, UNDP, UN Women, and OSESG-GL for their facilitation and contribution in the preparation of this Strategic Plan. We look forward to continued collaboration and support as we embark on this journey of promoting women's rights in the Great Lakes Region.

Hon. Dr. Sabine Ntakarutimana,
President ICGLR/Regional Women's Forum

ACRONYMS and ABBREVIATIONS

ACCORD	Accord on The Setting up of The Regional Women Forum Of Member States of The International Conference on The Great Lakes Region.
AU	African Union
CEDAW	Convention on Elimination of all forms of Discrimination Against Women
CSOs	Civil Society Organizations
EU	European Union
ICGLR	International Conference on the Great Lakes Region
JIFC	Joint Intelligence Fusion Center
RTF	Regional Training Facility on the Suppression and Prevention of Sexual and Gender Based Violence
RWF	Regional Women’s Forum of the International Conference on the Great Lakes Region
LMRC	Levy Mwanawasa Regional Centre for Democracy and Good Governance
Member States	
Maputo Protocol	The Protocol to the African Charter on Human and Peoples’ Rights on the Rights of Women in Africa
OSESG-GL	Office of the Special Envoy for the Great Lakes
PACT	International Conference on the Great Lakes Region Pact on Security, Stability and Development, 2006.
PESTEL	Political, Economic, Social, Technology, Environment & Legal
SDGs	Sustainable Development Goals
SGBV	Sexual and Gender Based Violence
SWOT	Strengths, Weaknesses, Opportunities and Threats
UNDP	United Nations Development Programme
UNFPA	United Nation Population Fund
UNFPA-ESARO	United Nation Population Fund-East and Southern Africa Regional Office
UN Women	The United Nations Entity for Gender Equality and the Empowerment of Women
UNSCR 1325	United Nations Council Resolution 1325
WPS	Women, Peace and Security

I.0 EXECUTIVE SUMMARY

The creation of the *Regional Women's Forum of the International Conference on the Great Lakes Region (ICGLR/RWF)* was guided by several legal commitments and considerations which are stated in the Preamble to the ICGLR/RWF ACCORD on the setting up of the RWF signed by Ministers for Gender/Women Affairs of the ICGLR on 18th December 2010 in Arusha, Tanzania. These include: the Kigali Declaration of the Regional Women's Meeting, October, 2004; the Dar es Salaam Declaration on Peace, Security, Democracy, Good Governance and Development in the Great Lakes Region, November 2004; and the Pact on Security, Stability and Development in the Great Lakes Region, 2006.

This Strategic Plan of the ICGLR/RWF includes the *Background Section* that details the key information which underpins the formation and role of the Regional Women's Forum. The *Introduction* provides an overview of the Strategic Plan. The Background section highlights the ICGLR and formation of the ICGLR/RWF. The analysis of external opportunities and threats through PESTEL (Political, Economic, Sociological, Technological, Legal and Environmental) informs ICGLR/RWF. The rest of the Strategic Plan answers the questions under three sections: i) Where is the Regional Women's Forum of ICGLR currently? ii) Where does the Regional Women' Forum of ICGLR want to be? How will the Regional Women's Forum of ICGLR get there?

In exploring “*where the ICGLR/RWF is currently,*” this Strategic Plan examines its policy and legal basis; analyses its Strengths, Weaknesses, Opportunities and Threats Analysis; highlights challenges and achievements; maps its stakeholders and states its planned engagement strategy to advance organizational objectives.

In envisioning where, ICGLR/RWF would like to be in five-years, the following has been articulated: The Vision, Mission, Core Values; and Theory of Change. Accordingly, the Vision of ICGLR/RWF is: **“A Great Lakes Region that is secure, stable, peaceful, developed and where gender inclusion and women's leadership is promoted.”**

The Mission of ICGLR/RWF is: **“To contribute to a secure, stable, peaceful, developed Great Lakes Region where gender inclusion and women's leadership is promoted through advocacy and constructive engagement with member states, civil society, and other stakeholders.”**

In response to the question on “how ICGLR/RWF will get there,” the following Strategic Priorities under specific program areas were adopted:

- (1) *Promote participation of Women in Peace and Security* under Peace and Security.
- (2) *Strengthen the participation of women in decision making* under Democracy and Good Governance.
- (3) *Enhance the Social Economic Capacities of Women* under Economic Development and Regional Integration.
- (4) *Advocate for Gender Equality, Rights of Women and Children* under Gender, Women and Children.
- (5) *Build the Institutional Capacity of the ICGLR/RWF* for effective, efficient implementation of the Plan.

It is imperative that a strong Strategic Plan positions the organizations for success and must include an implementation roadmap to guide the organization on how to achieve its mission and objectives. This part includes activities that will be implemented; the monitoring, evaluation, and reporting framework to enable effective tracking of the Strategic Plan; the risk analysis and management approach; a leadership and functional organizational structure; Budget of the Strategic Plan (2023-2027); and the sustainability plan that spells out recommendations for resource mobilization.

2.0 INTRODUCTION

The International Conference on the Great Lakes Region (ICGLR) also variously referred to as the ‘Conference’¹ and the ‘Great Lakes’ is composed of twelve Member States, namely: The Republic of Angola, The Republic of Burundi, The Central African Republic, The Republic of Congo, The Democratic Republic of Congo, The Republic of Kenya, The Republic of Rwanda, the Republic of South Sudan, the Republic of the Sudan, the United Republic of Tanzania, The Republic of Uganda, and the Republic of Zambia. The ICGLR which was established, under the auspices of the African Union (AU), the United Nations (UN) and the regional Member States, as a direct response to the debilitating consequences of conflict in the region. Since its inception, the ICGLR has maintained that the absence of violent conflict alone is insufficient to ensure peace in the Great Lakes Region. Rather, Member States must work within a broader transformation framework that recognizes the conditions necessary for sustainable peace and development.

The ICGLR Regional Women’s Forum (ICGLR/RWF) was created by the ICGLR as one of forums to ensure implementation of the Pact under its Regional Follow-up Mechanism. The Pact specifically provides that: “Member States agree to create a Regional Follow-up Mechanism which shall consist of the Summit of Heads of State and Government, the Regional Inter-Ministerial Committee, the Conference Secretariat, the National Coordination Mechanisms and the Collaborative Mechanisms or other specific structures or forums, if necessary, in order to ensure its implementation.”² The Pact further states that: “The Regional Follow – up Mechanism shall be based upon principles of best practice, complementarity, linkages, and collegial ownership by the Member States, in cooperation with the African Union and the United Nations and other partners.”³

The convening of the 3rd General Assembly of the ICGLR/RWF, held in Bujumbura, Burundi between 18-20 May 2022, and the election of a new Steering Committee and Bureau, proposed the review of ICGLR/RWF strategic direction. This five-year Strategic Plan of the ICGLR/RWF is one of steps that is envisaged to galvanise, harmonise and align its roles, mandates, and activities with the national fora in the region. In addition, a key requirement identified for the effective operation of the ICGLR/RWF was to establish a functioning Secretariat that can ensure that the day-day activities of the ICGLR/RWF are carried out. This Strategic Plan aligns and harmonizes the Regional Women’s Forum (ICGLR/RWF) strategic direction with the objectives and activities of the International Conference on the Great Lakes Region (ICGLR), Women, Peace and Security (WPS) in the Great Lakes Region, National Women Fora and other Women-led organizations in the Great Lakes Region. The ICGLR/RWF Strategic Plan, 2023 – 2027 takes into account the current internal and external operating environment to enhance effectiveness and sustainability in the area of programming, policy, and advocacy in the Great Lakes Region; and builds on ICGLR/RWF’s previous achievements and takes into consideration its current operating environment.

¹ The Pact on Security, Stability and Development for the Great Lakes Region, 2006, Article 1a) defines Conference as the International Conference on the Great Lakes region; under I b) Great Lakes Region is defined as: The region composed of the whole of the territories of the twelve core Member States of the Conference.

² The Pact, Article 22 (1)

³ Ibid, Article 22 (2)

ICGLR/RWF RESPONSIBILITIES AND OBJECTIVES

The creation of the *Regional Women's Forum of the International Conference on the Great Lakes Region (ICGLR/RWF)* was guided by several legal commitments and considerations which are stated in the Preamble to the ICGLR/RWF ACCORD signed by Ministers for Gender/Women Affairs of the ICGLR on 18th December 2010 in Arusha, Tanzania.

The ICGLR/RWF has the following responsibilities⁴:

To play the leading and facilitating role in the implementation of the gender dimension of the ICGLR Pact.

To provide the necessary technical support to women's organizations and institutions with a view to ensuring the efficient implementation of the ICGLR Pact and its Protocols and Programmes of Action.

- i. To advocate and lobby on women's specific issues under the ICGLR Pact and other related regional and international instruments on women's rights.
- ii. To mobilize resources for the effective participation of women in all aspects of the ICGLR Programmes of Action.
- iii. To monitor, evaluate and prepare reports on the gender dimension of the ICGLR Pact.
- iv. To establish, strengthen, and build the Institutional Capacity of the ICGLR/ICGLR/RWF.

The Objectives of the ICGLR/RWF⁵, are to:

Provide for a platform for exchange of experiences and good practices, establish lasting alliances, and harmonize strategies for effective advocacy and monitoring of implementation of appropriate instruments and policies. Ensure the establishment of a regional framework for dialogue and consultation.

- i. Advocate and lobby for the implementation of the protocol on prevention and suppression of sexual violence against women and children.
- ii. Advocate for the inclusion of Gender issues in National and Regional development processes and budgets to address persistent to disparities between men and women in all areas.
- iii. Promote the role of Civil Society in democratic processes including access to information and participation in good governance and democratic processes at the national and regional levels.
- iv. Promote participation of women in peace negotiations and mediation at National and Regional levels; and
- v. Advocate and lobby for the establishment of a Fund to support women's economic empowerment, women political candidates as well as the adoption of positive discriminatory measures in favour of women candidates with a view to promoting and facilitating women's participation to political processes.

Methodology Utilized for Development of the ICGLR/RWF Strategic Plan 2023 – 2027

The *methodology* of developing the ICGLR/RWF Strategic Plan was participatory, the ICGLR/RWF emphasizes a shared strategic direction; one that has a buy in and is owned by its Members and Stakeholders. This involves having a shared understanding of the Context, and creating a shared Vision, Mission, Core Values, Strategic Priorities, Goals, and Objectives. The structure and framework used to Develop this Strategic Plan of ICGLR/RWF responds to three key questions:

- 1) Where is the Regional Women's Forum of ICGLR currently?
- 2) Where does the Regional Women's Forum of ICGLR want to be?
- 3) How will the Regional Women's Forum of ICGLR get there?

Response to the three questions on: where ICGLR/RWF is currently, where it wants to be, and how it will get there involves exploring several components under each of the three questions.

⁴ Adopted from TORs – Background and Context.

⁵ Article 5 of the ACCORD on the Establishment of ICGLR/RWF

3.0 SECTION I: WHERE IS THE ICGLR/RWF?

3.1 Contextual Analysis (PESTEL)

The genesis of the ICGLR was the International Conference on Peace, Security, Democracy and Development in the Great Lakes Region First Summit of Heads of State and Government which was held in Dar-es-Salaam, in the United Republic of Tanzania from 19-20 November 2004, under the auspices of the United Nations and the African Union.⁶ This International Conference on Peace, Security, Democracy and Development in the Great Lakes Region, 2004 was convened against the backdrop of political and social-economic crises.

Endemic conflicts and persistent insecurity caused by or aggravated by, inter-alia, economic stagnation and poverty aggravation, mistrust and suspicion between governments, massive violations of human rights and other policies of exclusion and marginalization, gender inequality, use of violence for conquering and conserving power, impunity of crimes of genocide, crimes against humanity, war crimes, illicit trafficking of small arms and light weapons, proliferation of armed groups, organized crimes and illegal exploitation of natural resources; recognizing the efforts undertaken at national, regional and international level to resolve these endemic problems.⁷

The humanitarian and social consequences of crises and armed conflicts especially violations of the human rights of women, children, the elderly, the disabled and youth, the recruitment of child soldiers in armed conflicts, the sexual violence and exploitation of girls and women and their use as sexual slaves...⁸ “the discrimination against women, particularly at decision making levels, in the areas of peace and security, democracy and political, economic and social governance calls for deliberate, immediate and sustainable redress.”⁹

Parties¹⁰ to Dar-es-Salaam Declaration on Peace, Security, Democracy and Development in the Great Lakes Region, 2004 adopted a Vision under which they:

- Declared collective determination to transform the GLR into a space of sustainable peace and security for States and peoples, political and social stability, shared growth and development ...in conformity with the AU Vision and Mission, with the full participation of all peoples, and in partnership with the United Nations, the African Union, and the International Community as a whole;¹¹
- Reaffirmed commitment to [this] common destiny with strict compliance to the UN Charter, the Constitutive Act of the African Union, the Universal Declaration on Human Rights, the African Charter on Human and People’s Rights, as well as relevant international and regional

⁶ Preamble to the Dar - es - Salaam Declaration, 2004 *see No. 1*

⁷ *Ibid*, No. 2

⁸ *Ibid* No. 6

⁹ *Ibid* No. 11

¹⁰The Dar-es-Salaam Declaration, witnessed by inter alia, SG-UN, and Chairperson of AUC.

¹¹ Dar-es-Salaam Declaration on Peace, Security, Democracy and Development in the Great Lakes Region, 2004 *Article 14*

- legal instruments;¹²
- Committed to build a Great Lakes region that is open to other regions of the Continent, by building cooperation on priority areas: Peace and security, Democracy and Good Governance, Economic Development and Regional Integration, Humanitarian and Social Issues and to achieve their vision through priority policy options, guiding principles and mechanisms provided in the Declaration under Part III on Priority Policy Options and Guiding Principles.

The International Conference on the Great Lakes Region / Regional Women's Forum is a specific mechanism for coordination and monitoring of gender issues within the framework of the Pact, which aims to strengthen women's rights in the Great Lakes Region, promote equitable participation of women and men at all levels, in order to ensure that the principle of women's empowerment and gender equality is rooted in the ICGLR governance and development processes and ensures gender mainstreaming into the policies, programs and legislation of the Member States of the Conference.¹³

The operations of ICGLR/RWF are guided by the ICGLR/RWF ACCORD on the Setting Up of The Regional Women Forum of Member States of The International Conference on The Great Lakes Region of 18th December 2010 and as amended in 2022 (ACCORD).

A number of Member States of the Great Lakes Region have put in place a legal and political framework aimed at promoting the empowerment and participation of women in decision-making bodies, the implementation of which is at various levels. Furthermore, although the democratic processes undertaken in the countries of the Great Lakes Region open up the possibility for women to engage in democratic governance processes, several obstacles limit their full participation.

The experiences acquired by women, on the one hand, in participating in democratic processes and by Member States, on the other hand, in the implementation of policies for the advancement of women must be exchanged, harmonized and consolidated at the level of the region. The focus is to build trust through a strong ICGLR/RWF Secretariat that responds to the needs of ICGLR Member States.

Furthermore, the ICGLR/RWF Secretariat will utilize the ACCORD, to support the signing of a Host Agreement with the Republic of Rwanda, adopt a Strategic Plan of 5 Years (2023 – 2027), an Action Plan of 1 year (2023); and an Operational Plan for the Secretariat for a period of two years (2023/2024). The ICGLR/RWF will implement the Strategic and Action Plan and operationalize a professional and effective coordinating mechanism within the ICGLR framework.

¹² Ibid Article 15

¹³ UNFPA – ESARO TORs

3.2 Situational Analysis (SWOT)

This Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis highlights the main strengths and weaknesses resulting from the analysis of ICGLR/RWF, as well as the opportunities and threats resulting from the contextual analysis (global and specific environment). This SWOT analysis summarizes the main strengths and weaknesses resulting from the analysis of ICGLR/RWF as well as the main opportunities and threats resulting from the contextual analysis (global and specific environment).

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Legal and policy framework in place • Political will from member states from the highest level • Committed Membership • Effective ICGLR Secretariat, ICGLR Directorate of Gender, Women, and Children and Affiliated Institutions • Availability of Partners • Committed and mobilized regional women’s networks and movements • Youth bulge, a large youth movement of young women and young men 	<ul style="list-style-type: none"> • Limited resources • Lack of communication strategy for increased visibility, awareness of ICGLR/RWF role. • Limited organization at Member State Level. • Lack of an operational ICGLR/RWF Secretariat. • Lack of a resource mobilization strategy • Limited opportunities to harness local capacities for peace and the demographic dividend of young people
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Technical and financial support from Partners and Experts. • Increased interest to ensure ICGLR/RWF participates in implementation of ICGLR Pact. • Increased use of technology in communication and organization. • Development of a Strategic and Action Plan; and an Operational Plan for the ICGLR/RWF Secretariat. • Development of a costed Strategic Plan that can be utilized to mobilize resources. 	<ul style="list-style-type: none"> • Frequent emergence of internal and interstate armed conflicts. • Cultures and Practices that perpetuate gender inequality, abuse of power, and do not respect human rights. • Pandemics, and crisis that decrease attention and limit resource allocation to peace, security, stability and development taking into account gender equality and human rights. • Misuse of technology by spreading misinformation, cyber bullying and cyber-crimes which mainly target women and girls.

3.3 Challenges and Achievements of the ICGLR/ICGLR/RWF

3.3.1 Challenges of the ICGLR/ICGLR/RWF

During the 3rd General Assembly of the ICGLR/RWF, *challenges* that its confronted with were shared, these included:

- a) Slow adherence to the commitments made under the Pact, particularly in respect to gender equality and women’s rights. Slow progress in the enactment of relevant Women Peace and Security legislation.

- b) Gaps between the implementation of commitments of regional and international instruments and actions on the ground.
- c) Lack of understanding and knowledge of peace processes; Limited involvement of women in peace initiatives.
- d) The need for more structured in operation in order to enhance coordination, networking, and sustained impact on realization of peace, security, stability and development in the Great Lakes region.
- e) Limited access to resources.

It was noted that the development of a Strategic Plan, and operationalization of the ICGLR/RWF Secretariat would to a large extent address these challenges and a resolution was made to strengthen and make the ICGLR/RWF more dynamic, proactive, and innovative in order to meet the challenges of the day.

The ICGLR/RWF Strategic Plan, 2023 – 2027 and development of a Plan for Operationalizing the Secretariat will thus guide it in being proactive, prioritizing and making decisions, directing and increases efficiency by focusing its limited resources on what is important and communicating its identity, niche, purpose and intention of fully participating in the building of a secure, stable and developed region in a durable and sustainable manner as envisaged in the Pact.

3.3.2 Achievements of ICGLR/ICGLR/RWF

The following *achievements* have been registered by ICGLR/RWF:

Institutional Building

- a) Development of an ACCORD on the Setting up of the ICGLR/Regional Women’s Forum, 2010 (Amended in 2021 to mainly incorporate South Sudan).
- b) Convening of three (3) GA Meetings since its inception on 18th December, 2010. It’s worth noting that the most recent General Assembly Meeting of the ICGLR/RWF held in May, 2022 was attended by the First Lady of the Republic of Burundi.
- c) Developed an Operational Plan, 2017; and Draft Strategic Plan, 2014 – 2016.
- d) Developed as the ICGLR/RWF Draft Host Agreement.
- e) Established linkages with National Coordination Mechanisms of Member States.
- f) Established and maintained a core team of committed Members from all ICGLR Member States; and linkages secured and sustained with the ICGLR Secretariat.

Partnerships

- g) Established Partnerships with several entities: UNFPA, UN Women, UNDP, UN OSESG-GL, EU.
- h) Established Partnership with the African Union, through FemWise, Women, Gender & Youth Directorate, and other AU structures.
- i) Established and maintained coordination with the Advisory Board for The Promotion of Women, Peace and Security in The Great Lakes Region under OSESG-GL.
- j) Established and maintained networks with Civil Society Organizations such as COCAFEM.

Advocacy and Lobbying.

- k) Participated in joint solidarity missions to Burundi, CAR, and DRC in 2018, which were supported by the OSESG-GL, ICGLR, and the AU and intended to facilitate implementation of UNSCR 1325 and other United Nations Council Resolutions, decisions on promotion of gender equality taken by the Regional Oversight Mechanism of the Peace, Security and Cooperation Framework for the Democratic Republic of the Congo and the Great Lakes Region (the Framework agreement), held in October 2016 and October 2017, pertaining to gender-related matters.
- l) Advocacy of the development of the National Action Plan on implementation of UNSCR 1325 in several countries such as Zambia.
- m) Contributed substantially to the adoption of the Kampala Declaration on SGBV, 2011.
- n) Successfully advocated with other stakeholders for the establishment of ICGLR – RTF, which started operations in 2014.

3.4 Stakeholder Mapping and Engagement Strategy

A stakeholder is any person or group inside or outside ICGLR/RWF that can make a claim to ICGLR/ICGLR/RWF's attention, resources, or outputs. Stakeholders are divided into internal stakeholders (within ICGLR/RWF) and external stakeholders (outside ICGLR/RWF). Among stakeholders are primary or direct beneficiaries and secondary or indirect beneficiaries. The ICGLR/RWF communications strategy should specify the roles and responsibilities of various stakeholders. The area of intervention corresponds to all the Member States of the International Conference on the Great Lakes Region.

The table below is a Stakeholder map which identifies relevant strategies for their engagement to advance the RWF's objectives:

#	Stakeholder	Role in contribution to objectives	Strategy for Engagement
	Internal Stakeholders		
1.	The General Assembly	<ul style="list-style-type: none"> • Deliberates on all matters pertinent to the objectives of the RWF-ICGLR; • Passes the internal regulations of the Forum; • Considers and approves the nominations of personnel of the Secretariat of the Forum. • Passes the budget of the RWF-ICGLR; • Adopts reports of the Steering Committees • Adopts Resolutions and Recommendations destined for Governments of the Member States of the International Conference on the Great Lakes Region 	Meetings to deliberate on the objectives, regulations, approval of personnel and budget, adopt reports and resolution of the RWF.
2.	The Steering Committee	The Steering Committee shall be responsible for the direction and the functioning of the Forum.	Engagement meetings to deliberate on the direction and function of RWF.

3	The Bureau of the Steering Committee	The Bureau is responsible for the day-to-day operations of the RWF and is elected by the General Assembly from its present and voting members.	Consultations on the day-to-day operations of RWF to inform decision making.
4	The Specialised Committees	Specialized Committees on: <ul style="list-style-type: none"> • Peace and Security; • Democracy and good governance; • Economic Development and Regional Integration; • Humanitarian and Social Issues; • Cross-cutting issues. 	Involve members of the Specialised Committees to inform the thematic areas of operation.
5	The Secretariat	The Secretariat ensures the administrative, financial and technical management as well as the coordination of the forum activities. It shall be headed by a Coordinator whose mandate shall be for three years renewable only once. It comprises an international staff whose number and functions are determined by the General Assembly.	Implementation of the Operational and Strategic Plans of the WRF; financial and technical management; coordination of activities; monitoring, evaluation, accountability and learning; reporting obligations.
	External Stakeholders		
6	Member States	Twelve Countries within which the ICRL/RWF operates.	Implement activities in partnership with the Focal Persons in the 12 members states.
7	Partners / Donor Agencies	UNFPA, EU, UN Women, UNDP, Office of the Special Envoy for the Greater Lakes Region.	Continuous communication, regular reporting and accountability of implementation of activities and utilisation of funds.
8	ICGLR Levy Mwanawasa Regional Centre (LMRC) on Democracy, Good Governance, Human Rights and Civic Education	LMRC is a regional think-tank created by the heads of state and governments of ICGLR members states that conducts operational research and analysis to contribute to policy making processes on democracy, good governance, human rights and civic education.	Partner with LMRC to conduct research, utilise available research findings/recommendations and cooperate on knowledge management. Develop an MoU to jointly implement some activities on democracy, good governance, human rights and civic education.
9	ICGLR Regional Training Facility (RTF)	Aims at training and sensitizing judicial officers, police units, social workers, medical officers and other categories of persons who handle cases of sexual violence in the Great Lakes Region.	Develop an MoU to jointly implement some activities on sexual and gender-based violence in the implementation of the Pact.
10	ICGLR Youth Forum	The ICGLR Youth Forum's role is to champion the interests of the youth at the national, regional and global levels. It is a platform set up under the Pact to advocate for the participation of youth in decision making processes in peace, security and development.	Develop an MoU to promote female youth participation in the pact. Jointly implement some activities that concern the youth in the implementation of the Pact.

11	Forum of Parliaments of the ICGLR	Aims at making a parliamentary contribution to the implementation of the Pact. It facilitates the effective engagement of parliamentarians in the Pact on Security, Stability and development in the Great Lakes Region and its protocols.	Hold meetings with members of parliament in the region to facilitate effective representation, resource allocation and oversight in the Pact.
12	The Women's Platform for the Peace, Security and Cooperation Framework for the DRC and the region (PSCF).	The Women's Platform and PSCF Framework ensure that women play critical roles in the implementation of the of the PSCF and fully participate in broader peace and development agenda for the Great Lakes Region.	Sign a Cooperation Agreement in respect to, inter alia, income generating activities aimed at empowering women alongside peace and security activities which positively boost peace building process at community, national and regional levels; provision of financial and technical support towards economic empowerment of women, which addresses poverty and the cyclic nature of violence; promotion of rights of - refugees and displaced women to ownership of property, women in extractive sectors and support for SMEs, solidarity missions.
13	Civil Society Organizations (CSOs); Women's Organizations; and Institutions	The targeted CSOs, Women's Organizations and Institutions will be the ones that focus on: Implementation of the ICGLR Pact; Gender Equality, and Women's Rights; Democracy and Good Governance; Academia engaged in research on the Great Lakes Region, regional and international instruments on women's rights; Media Practitioners operating in the Great Lakes Region. Some of the targeted entities include:- FemWise – Africa -The Union of Collectives of Women Associations of the Great Lakes Region (COCAFEM/GL); -Women Lawyers Associations; -Faith Based Organizations such as FECCLAHA (Fellowship of Christian Councils and Churches in the Great Lakes and Horn of Africa); -Cultural institutions; -Positive masculinity organizations such as MenEngage	Collaborate with entities mapped in Knowledge Production, Advocacy and Lobbying on the gender dimension of the Pact, women specific issues, regional and international instruments on women's rights. Provide necessary technical support with a view to ensuring the efficient implementation of the objectives of the Pact, and promoting access to information and participation in good governance and democratic processes at the national and regional levels. Collaborate in mobilization of resources for effective participation of women in all aspects of the ICGLR programs of action; and in Monitoring, evaluation, preparation of reports on the implementation of the gender dimension of the Pact.
14	Women of the Great Lakes Region	-The <i>direct beneficiaries</i> of the ICGLR/RWF are women of the Great Lakes Region who wish to engage in governance processes, women's organizations, political and administrative decision-makers, including decentralized institutions of ICGLR; political parties, electoral commissions; the media and civil society. -The <i>indirect beneficiaries</i> are women and girls; at all levels, populations <i>including men and boys</i> , and Member States in the Great Lakes Region.	Through the National Women Council in each member states, ensure inclusion of all stakeholders in the implementation of activities. Utilise the communication and feedback to include women's participation in the actives and assess the satisfaction.

4.0 SECTION 2: WHERE DOES THE ICGLR/RWF WANT TO BE?

4.1 Introduction

The ICGLR/RWF's effectiveness depends on *ICGLR, Members of ICGLR/RWF, and Staff of ICGLR/RWF Secretariat* having a shared understanding of, and commitment to its Vision, Mission, and Core Values. The Vision reflects the “end in mind” – the ICGLR/RWF's preferred future or the change that the ICGLR wants to see in the future. The Mission describes how ICGLR/RWF will contribute to achieving its Vision. The role that the ICGLR/RWF will play in creating its preferred future. The Vision and Mission of ICGLR/RWF¹⁴ have been informed by the ICGLR's Vision and Mission statements¹⁵; and the SWOT analysis of ICGLR/RWF which presents the reality of the context within which the ICGLR/RWF operates.

It is worth noting that the vision and mission of ICGLR and ICGLR/RWF are also premised on the UN Agenda for 2030; the African Union Agenda for 2063 since the ICGLR is a regional mechanism of the African Union. The ICGLR was created in the context of cooperation between the African Union and the UN, as such, the ICGLR is intractably linked to both AU and UN.

The UN Agenda for 2030 aims at ending poverty in all its forms. The UN 2030 Agenda envisages a world of universal respect for human rights and human dignity, the rule of law, justice, equality, and non-discrimination. It has a strong emphasis on the empowerment of women and vulnerable groups such as children, young people, persons with disabilities, older persons, refugees, internally displaced persons, and migrants.

On the other hand, the aim of AU Agenda for 2063 is to deliver on its goal for inclusive and sustainable development, self-determination, freedom, progress, and collective prosperity pursued under Pan-Africanism and African Renaissance. The genesis of Agenda 2063 is to refocus on, and prioritize inclusive social and economic development, continental and regional integration, democratic governance and peace and security amongst other issues aimed at repositioning Africa to becoming a dominant player in the global arena.

The vision of the African Union is that of: “*An integrated, prosperous and peaceful Africa, driven by its own citizens and representing a dynamic force in the global arena.*”

Whereas the Vision of ICGLR under the Strategic Plan 2022-2026 is: “*A secure, stable, peaceful, and developed region for all.*”

4.2 Vision of ICGLR/RWF

ICGLR/Regional Women's Forum VISION is:

“A Great Lakes Region that is secure, stable, peaceful, developed and where gender inclusion and women's empowerment, agency and leadership is promoted.”

¹⁴ Adopted from ICGLR/RWF Draft Strategic Plan, 2014-2016

¹⁵ Adopted from the ICGLR Strategy, July 2022

4.3 Mission

ICGLR/Regional Women's MISSION¹⁶ is:

To contribute to a secure, stable, peaceful, developed Great Lakes Region where gender inclusion and women's leadership is promoted through advocacy and constructive engagement, sustained dialogue with member states, civil society, and other stakeholders.

4.4 Who we are?

"We are a Regional Women's Forum of the International Conference on the Great Lakes Region that promotes peace and security; democracy and good governance; economic development and regional integration; gender equality, women and children's rights."

4.5 Core Values

The operations of ICGLR/RWF are informed by, and underpinned by, a set of Core Values¹⁷. This shared set of core values provides a common frame of reference and encourages cohesion among the Members of ICGLR/RWF and its partners. The Core Values that provide a foundation for the anchoring of decisions, operations, and the conduct of the ICGLR/RWF¹⁸ – for the next five years (2023 – 2027) include: (i) Ownership, (ii) Accountability, (iii) Transparency, (iv) Integrity, (v) Harmonization, (vi) Partnership (vii) Professionalism, (vii) Unity in Diversity

4.6 Strategic Priorities

The Strategic Priorities of ICGLR/RWF are also in line with the five strategic priorities of ICGLR Strategic Plan (2022-2026), and they are:

- 1) Promote participation of Women in Peace and Security.
- 2) Strengthen the participation of women in decision making.
- 3) Enhance the Social Economic Capacities of Women.
- 4) Advocate for Gender Equality, and Rights of Women and Children
- 5) Build the Institutional Capacity of the ICGLR/RWF

4.7 The Goal or Overall Objective is to:

"Contribute to improving the social, political, and economic situation of women in the Great Lakes Region."¹⁹

¹⁶ Adopted from the ICGLR/RWF Draft Strategic Plan 2014- 2016

¹⁷ Adopted from the ICGLR strategic Plan 2022 – 2026 of July 2022

¹⁸ Adopted from the ICGLR/RWF Strategic Plan 2014 – 2016 and ICGLR Strategic Plan 2022-2026.

¹⁹ Adopted from the RWF Draft Strategic Plan 2014-2016

5.0 SECTION 3: HOW WILL THE ICGLR/RWF GET THERE?

5.1 INTRODUCTION

The process of ascertaining where the ICGLR/RTF currently is, through the SWOT analysis and their implications, informs where it wants to be via its Vision, Mission, and Core Values. The essence of this Strategic Plan is to operationalize the commitments that were made by the ICGLR Heads of State and Government in a bid to “create conditions for security, stability, and sustainable development between the Member States.”²⁰ As such, this Section outlines how ICGLR/RWF will get there, that is - realize its vision, and mission whilst respecting its core values, and taking into account the identified Strategic Priorities, Goals, Objectives, and Activities.

The ICGLR Strategic Plan, 2022 – 2026 states that it provides strategic guidance and direction for the various organs of the ICGLR – including the decision-making bodies, the Member States, the Conference Secretariat, the Affiliated Institutions (RTF, LMRC, EJVM, and JIFC) and the ICGLR Fora for the 2022 to 2026 period. The ICGLR Strategic Plan, 2022 – 2026 guides the ICGLR (including all its organs/structures) in prioritising and making decisions, focusing its limited resources on what is most important and communicating its identity, purpose, priorities and intentions to others.

In light of this, the ICGLR/RWF has, with slight differentiations²¹ adopted the format utilized in the ICGLR Strategic Plan of 2022 to 2026 which focuses on the following strategic Priorities:

Strategic Priority 1: Peace and Security – *under which ICGLR/RWF focuses on ‘Promote participation of Women in Peace and Security.’*

Strategic Priority 2: Democracy and Good Governance – *under which ICGLR/RWF focuses on ‘Strengthen the participation of women in decision making.’*

Strategic Priority 3: Economic Development and Regional Integration – *under which ICGLR/RWF focuses on ‘Enhance the Social Economic Capacities of Women.’*

Strategic Priority 4: Gender, Women and Children – *under which ICGLR/RWF focuses on ‘Advocate for Gender Equality, and Rights of Women and Children.’*

Strategic Priority 5: Enhancing Organizational; Capabilities of Conference Secretariat
ICGLR/RWF focuses on ‘Build the Institutional Capacity of the ICGLR/RWF.’

²⁰ Part, Article 2 (c)

²¹ The four previous specific objectives of ICGLR/ICGLR/RWF²¹ have been realigned and incorporated into ICGLR’s Strategic Priorities of 2022 – 2026. These objectives were: i) Strengthen the socio-economic capacities of women; ii) Combat or fights against Sexual and Gender Based Violence; iii) Strengthen the participation of women in decision – making; and iv) Strengthen ICGLR/RWF institutional and legal framework.

5.2 GOALS, OBJECTIVES, AND ACTIVITIES

Each Strategic Priority of ICGLR/RWF has a Goal and a set of Objectives. The strategic priorities, goals, and objectives are all linked to the Mandate, Vision, and Mission of ICGLR/RWF and present the preferred future towards which ICGLR/RWF and its Stakeholders will contribute. Goals and Objectives are concrete statements of what ICGLR/RWF expects to achieve in order to get to where it wants to be in the future. As such, Goals are qualitative, they focus on benefits and changes that ICGLR/RWF wants to see. Whereas, the Objectives are Specific, Measurable, Realistic, and Time-bound (SMART). They are quantitative, focus on how and when, which will eventually allow the ICGLR/RWF to monitor and measure progress towards them.

Strategic Priority 1.0: Promote participation of Women *including young women in Peace and Security.*

Goal:

1.0 To prevent and resolve conflict in the region

Objectives:

1.1 To promote participation of women in peace negotiations and mediations at national and regional levels by 30% by the end of 2027.

1.2 To provide technical support in the development and implementation of the UNSCR 1325 National Action Plans and Regional Action Plan by the end of 2027.

1.3 To support the participation of women in the implementation of the Peace and Security Cooperation (PSC) Framework by the end of 2027.

Activities

1.1.1 Provide a platform for exchange of experiences and good practices on Women. Peace and Security by 2027.

1.1.2 Ensure women's participation in the Regional Situation Room (Early Warning System).

1.1.3 Advocate for women's participation in four high level dialogue meetings on conflict prevention and mediation in crisis situation.

1.2.1 Develop, adopt and localize a women, peace and security

UNSCR 1325 National Action Plan in all ICGLR Member States by 2027.

1.2.2 Monitor the implementation of the UNSCR 1325 Regional Action Plan to assess women's participation in peace and security process.

1.3.1 Disseminate information on the Peace and Security Cooperation (PSC) Framework to facilitate advocacy for its implementation.

Strategic Priority 2.0 Strengthen the participation of women especially young women in decision making

Goal: To promote democracy and the rule of law

Objectives

2.1 To support the establishment of a regional framework for dialogue and consultation *on²² promotion of democracy, rule of law and mineral governance in the Great Lakes Region by 2027.*

²² ACCORD on Establishment of RWF Art. 5 – Objective of RWF

2.2 To promote the role of women focused civil society organizations in democratic processes including access to information and participation in good governance and democratic processes at the national and regional levels²³ by 2027.

2.3 To increase the number of women appointed and elected to leadership positions at all political levels (local, national, and regional) with a view to promoting and facilitating women's participation to political processes²⁴ by 30% by the end of 2027²⁵.

Activities

2.1.1 Create a platform for women to dialogue and consult on democracy, rule of law and mineral governance in the Great Lakes Regions, to influence regional outcomes of the ICGLR.

2.2.1 Organize training sessions of at least 2,000 women to participate in good governance and democratic processes at the national and regional levels.

2.3.1 Advocate and lobby for the establishment of a Fund to support women political candidates.

2.3.2 Advocate for the adoption of positive discriminatory measures in favor of women candidates.

2.3.3 Train at least 200 women leaders and professionals on gender equality and women's rights in relation to their women's participation to political processes.

Strategic Priority 3.0: Enhance the Social Economic Capacities of Women especially young women.

Goal: To improve economic development and regional integration

Objectives:

3.1 To advocate for the inclusion of Gender issues in National and Regional development processes and budgets to address persistent disparities between men and women in all areas²⁶ by 2027.

3.2 To advocate for increased access to decent jobs for women and youth in the region by at least 20% by 2026.

3.3 To develop a regional financing mechanism that gives women and youth access to green-trade finance by 2027

3.4 To facilitate the ICGLR Objective of empowering of at least 5000 youth and women in the Great Lakes Region through formalization and entrepreneurship in mining and cross border trade by 2026.

Activities:

3.1.1 Organise at least 20 (five per country) on mainstreaming gender in National and Regional development processes and budgets.

3.2.1 Conduct research on the status of employment in the region and the availability of decent jobs for evidence-based advocacy.

3.3.1 Document the need for green trade finance and advocate for the development for a regional financing mechanism that gives access to women and youth.

3.4.1 Establish a peer-to-peer learning platform for women and youth in mining to share information on the enhancement of trade for peace.

3.4.2 Conduct training for 5,000 women and youth on entrepreneurship in mining and provide technical support to at least four start-ups in small scale mining companies, and cross border trade.

²³ Ibid

²⁴ Ibid

²⁵ Objective 4.1 ICGLR Strategic Plan 2022 – 2026.

²⁶ ACCORD on Establishment of RWF, Article 5 – Objective of RWF

Strategic Priority 4: Advocate for Gender Equality, and Rights of Women especially young women and Children

Goal: To increase gender equality and promote the rights of women and children in the region

Objectives

4.1 To advocate for the implementation of the gender dimension of the ICGLR PACT and Declarations to contribute to the reduction of SGBV cases by 30% in at least three member states by 2027.

4.2 To advocate for all member States to ratify and implement the Maputo Protocol.

Activities

4.1.1 Monitor implementation of the ICGLR PACT and Declarations on SGBV to inform decision making.

4.1.2 Create awareness and train on gender equality and women's rights with a focus on SGBV.

4.1.3 Advocate to ensure access to legal, medical, psychosocial rehabilitation services for at least 5,000 women survivors of SGBV by the end of 2027.

4.1.4 Advocate for reintegration of at least 1,000 women victims of SGBV into their communities by the end of 2027.

4.2.1 Network with Parliamentarians and Civil Society to call for the ratification and implementation of the Maputo Protocol in all Member States.

4.3.1 In cooperation with OSESG and UNDP, start capacity building activities to enhance employment capabilities of families in areas prone to conflict by 2027.

Strategic Priority 5.0 Build the institutional capacity of the ICGLR/RWF

Goal: The ICGLR/RWF organizational capacity built to effectively and efficiently deliver on its mandate.

Objectives

5.1 To set up the ICGLR/RWF Secretariat by implementing start-up activities for RWF by end of 2023

5.2 To establish the Human Resource Management system and policies for ICGLR/RWF by 2024

5.3 To create a Financial Management System and policies for ICGLR/RWF by 2024

5.4 To design a Monitoring, Evaluation, Accountability and Learning System and roll it out, by 2023

5.5 To set up a Communications mechanism to promote visibility, internal and external relations by 2023.

5.6 To ensure financial security by developing and implementing the Resource Mobilization Strategy and Sustainability Plan by 2023.

Activities

- Sign Host Agreement with the Member State which offers to Host the ICGLR/RWF Secretariat.
- Identify office premises and pay rent.
- Open bank accounts.
- Procure equipment (office furniture, computers, printers).
- Procure vehicle(s) / hire vehicle.
- Launch and dissemination of the RWF Strategic Plan.
- Baselines / studies on the four Strategic Priorities in line with the RWF mandate.
- Validation and launch of the four studies on the existing state of affairs in respect to: (i) Women Peace and Security; (ii) Women's participation in decision making; (iii) Social Economic Capacities

of Women; (iv) Gender Equality, and Rights of Women and Children.

- Recruit Staff for RWF as provided in the Organogram.
 - Develop a Human Resource Policy.
 - Develop a Governance Charter.
 - Develop Job Descriptions for staff.
 - Manage a Performance Appraisal System.
 - Develop a Professional and Leadership Development Plan.
 - Conduct a training needs assessment of the Staff, and ICGLR/RWF Members annually
 - Develop a calendar of capacity building of staff, and ICGLR Members annually
 - Conduct a capacity building of staff and ICGLR/RWF Members, at least twice a year.
-
- Develop a Finance Policy.
 - Develop a Procurement Policy.
 - Develop an Internal Audit and Risk Management Policy.
 - Procure and establish an accounting management system such as Quick Books.
 - Train key staff on Budgeting process, tools, and systems.
 - Develop a planning, budgeting, and reporting mechanism for all key stakeholders.
 - Ensure regular financial reporting and communication to key stakeholders.
 - Produce Quarterly Financial Reports.
-
- Develop a Communications Policy and Strategy to guide internal and external communication.
 - Establish regular meetings (monthly, bi-monthly, quarterly, and annually) with staff, ICGLR/RWF Members and other stakeholders, virtually and in person.
 - Ensure minutes are taken for all RWF meetings and shared in a timely manner with all concerned.
 - Establish a system of regular reporting and compile regular reports to be shared with key stakeholders
 - Use traditional and social media (WhatsApp, Twitter, Instagram, etc.) to share relevant information.
 - Develop a Stakeholder Database and Management Plan.
 - Institute a feedback mechanism for responding to Stakeholders' needs.
 - Enhance the visibility of ICGLR/RWF by the end 2027.
-
- Develop a Monitoring, Evaluation, Accounting and Learning (MEAL) Plan.
 - Establish and MEAL system and Reporting Framework.
 - Hold Quarterly and Annual Pause, Reflection and Learning platforms with key stakeholders.
 - Develop reporting systems and procedures.
 - Contact National Contact Focal Points to coordinate activities monthly.
 - Compile Annual Reports of the ICGLR/RWF and disseminate to key stakeholders.
-
- Develop a Resource Mobilization Strategy and Sustainability Plan.
 - Carry out donor mapping and create a donor and partners database.
 - Train key staff on resource mobilization.
 - Develop a policy on the creation of reserve fund.

5.2 Activities (Gantt Chart 2023 – 2027)

ACTIVITIES	2023				2024				2025				2026				2027			
Objective 1.1 To promote participation of women in peace negotiations and mediation at national and regional levels.																				
1.1.1 Provide a platform for exchange of experiences and good practices on Women. Peace and Security by 2027.			X				X				X				X					X
1.1.2 Ensure women's participation in the Regional Situation Room (Early Warning System)						X									X				X	
1.1.3 Advocate for women's participation in four high level dialogue meetings on conflict prevention and mediation in crisis situation.							X							X				X		
1.2 To provide technical support in the development and implementation of the UNSCR 1325 National Action Plans and Regional Action Plan.																				
1.2.1 Develop, adopt and localize a women, peace and security UNSCR 1325 National Action Plan in all ICGLR Member States by 2027.		X					X				X				X				X	
1.2.2 Monitor the implementation of the UNSCR 1325 Regional Action Plan to assess women's participation in peace and security process			X				X				X				X					X
1.3 To support the participation of women in the implementation of the Peace and Security Cooperation (PSC) Framework.																				
1.3.1 Disseminate information on the Peace and Security Cooperation (PSC) Framework to facilitate advocacy for its implementation.						X				X				X				X		
2.1 To support the establishment of a regional framework for dialogue and consultation on promotion of democracy, rule of law and mineral governance in the Great Lakes Region by 2027.																				
2.1.1 Create a platform for women to dialogue and consult on democracy, rule of law and mineral governance in the Great Lakes Regions, to influence regional outcomes of the ICGLR	X					X				X				X				X		
2.2 To promote the role of women focused civil society organizations in democratic processes including access to information and participation in good governance and democratic processes at the national and regional levels by 2027.																				
2.2.1 Organize training sessions of at least 2,000 women to participate in good governance and democratic processes at the national and regional levels by 2027		X									X								X	
2.3 To increase the number of women appointed and elected to leadership positions at all political levels (local, national, and regional) with a view to prom by 30% by the end of 2027																				
2.3.1 Advocate and lobby for the establishment of a Fund to support women political candidates.						X								X					X	
2.3.2 Advocate for the adoption of positive discriminatory measures in favor of women candidate.							X							X						X

2.3.3 Train at least 200 women leaders and professionals on gender equality and women's rights in relation to their women's participation to political processes.						X							X				X
3.1 To advocate for the inclusion of Gender issues in National and Regional development processes and budgets to address persistent disparities between men and women in all areas by 2027																	
3.1.1 Organize at least 20 (five per country) on mainstreaming gender in National and Regional development processes and budgets.			X				X			X				X			X
3.2 To advocate for increased access to decent jobs for women and youth in the region by at least 20% by 2026.																	
3.2.1 Conduct research on the status of employment in the region and the availability of decent jobs for evidence-based advocacy.					X				X				X			X	
3.3 To develop a regional financing mechanism that gives women and youth access to green-trade finance by 2027																	
3.3.1 Document the need for green trade finance and advocate for the development for a regional financing mechanism that gives access to women and youth.			X			X			X				X			X	
3.4 To facilitate the ICGLR Objective of empowering of at least 5000 youth and women in the Great Lakes Region through formalization and entrepreneurship in mining by 2026 and cross border trade.																	
3.4.1 Establish a peer-to-peer learning platform for women and youth in mining to share information on the enhancement of trade for peace.			X				X			X				X			X
3.4.2 Conduct training for 5,000 women and youth on entrepreneurship in mining and provide technical support to at least four start-ups in small scale mining companies.					X				X				X			X	
4.1 To advocate for the implementation of the gender dimension of the ICGLR PACT and Declarations to contribute to the reduction of SGBV cases by 30% in at least three member states by 2027.																	
4.1.1 Monitor implementation of the ICGLR PACT and Declarations on SGBV to inform decision making.				X				X				X			X		
4.1.2 Create awareness and train on gender equality and women's rights with a focus on SGBV																	
4.1.3 Ensure access to legal, medical, psychosocial rehabilitation services for at least 5,000 women survivors of SGBV by the end of 2027.				X				X				X			X		
4.1.4 Reintegrate at least 1,000 women victims of SGBV into their communities by the end of 2027.					X				X			X				X	
4.2 To advocate for all member States to ratify and implement the Maputo Protocol.																	
4.2.1 Network with Parliamentarians and Civil Society to call for the ratification and implementation of the Maputo Protocol in all Member States.			X			X			X				X		X		
4.3 To advocate for the reduction of the number of children recruited into armed groups by 40% by the end of 2027.																	
4.3.1 In cooperation with OSESG and UNDP, start capacity building activities to enhance			X				X			X				X		X	

5.4.5 Train key staff on Budgeting process, tools, and systems.				X																
5.4.6 Develop a planning, budgeting, and reporting mechanism for all key stakeholders.				X				X												
5.4.7 Ensure regular financial reporting and communication to key stakeholders.			X	X																
5.4.8 Produce Quarterly Financial Reports.	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
5.6 To set up a Communications mechanism to promote visibility, internal and external relations by 2023.																				
5.6.1 Develop a Communications Policy and Strategy to guide internal and external communication.			X																	
5.6.2 Establish regular meetings (monthly, bi-monthly, quarterly, and annually) with staff and other stakeholders, virtually and in person.	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
5.6.3 Ensure minutes are taken for all RVF meetings and shared in a timely manner with all concerned.	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
5.6.4 Establish a system of regular reporting and compile regular reports to be shared with key stakeholders	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
5.6.5 Use traditional media and digital platforms (WhatsApp, Twitter, Instagram, etc.) to share relevant information.	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
5.6.6 Develop a Stakeholder Database and Management Plan			X	X																
5.6.7 Institute a feedback mechanism for responding to Stakeholders' needs				X																
5.6.8 Enhance the visibility of ICGLR/RWF by the end 2027	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
5.7 To ensure financial security by developing and implementing the Resource Mobilization Strategy and Sustainability Plan by 2023.																				
5.7.1 Develop a Resource Mobilization Strategy and Sustainability Plan			X	X																
5.7.2 Carry out donor mapping and create a donor database.				X																
5.7.3 Train key staff on resource mobilization					X															
5.7.4 Develop a policy on the creation of reserve fund.					X															

5.4 Monitoring, Evaluation and Reporting Framework

STRATEGIC PRIORITIES	OBJECTIVES	ACTIVITIES	INDICATORS
1.0 Promote participation of Women in Peace and Security.	1.1 To promote participation of women in peace negotiations and mediations at national and regional levels by 30% by the end of 2027.	1.1.1 Provide a platform for exchange of experiences and good practices on Women, Peace and Security by 2027. 1.1.2 Ensure women's participation in the Regional Situation Room (Early Warning System). 1.1.3 Advocate for women's participation in four high level dialogue meetings on conflict prevention and mediation in crisis situation.	% Increase in the number of women participating in peace and security process in the region by 30% by the end 2027.
	1.2 To provide technical support in the development and implementation of the UNSCR 1325 National Action Plans and Regional Action Plan.	1.2.1 Develop, adopt and localize a women, peace and security UNSCR 1325 National Action Plan in all ICGLR Member States by 2027. 1.2.2 Monitor the implementation of the UNSCR 1325 Regional Action Plan to assess women's participation in peace and security process.	No. of Members States with UNSCR 1325 National Action Plans adopted and localized.
	1.3 To support the participation of women in the implementation of the Peace and Security Cooperation (PSC) Framework.	1.3.1 Disseminate information on the Peace and Security Cooperation (PSC) Framework to facilitate advocacy for its implementation.	No. of persons provided with information on the PSC framework.

STRATEGIC PRIORITIES	OBJECTIVES	ACTIVITIES	INDICATORS
2.0 Strengthen the participation of women in decision making	2.1 To support the establishment of a regional framework for dialogue and consultation <i>on promotion of democracy, rule of law and mineral governance in the Great Lakes Region by 2027.</i>	2.1.1 Create a platform for women to dialogue and consult on democracy, rule of law and mineral governance in the Great Lakes Regions, to influence regional outcomes of the ICGLR	Number of issues generated to influence deliberations on democracy, rule of law and mineral governance.
	2.2 To promote the role of women focused civil society organizations in democratic processes including access to information and participation in good governance and democratic processes at the national and regional levels by 2027.	2.2.1 Organize training sessions of at least 2,000 women to participate in good governance and democratic processes at the national and regional levels by 2027.	No. of women trained in good governance and democratic processes at the national and regional levels.
	2.3 To increase the number of women appointed and elected to leadership positions at all political levels (local, national, and regional) with a view to promoting and facilitating women's participation to political processes by 30% by the end of 2027.	2.3.1 Advocate and lobby for the establishment of a Fund to support women political candidates. 2.3.2 Advocate for the adoption of positive discriminatory measures in favor of women candidate. 2.3.3 Train at least 200 women leaders and professionals on gender equality and women's rights in relation to their women's participation to political processes.	Increased number of women appointed and elected to leadership positions at national and regional levels.

STRATEGIC PRIORITIES	OBJECTIVES	ACTIVITIES	INDICATORS
3.0 Enhance the Social Economic Capacities of Women.	3.1 To advocate for the inclusion of Gender issues in National and Regional development processes and budgets to address persistent disparities between men and women in all areas by 2027.	3.1.1 Organize at least 20 (five per country) on mainstreaming gender in National and Regional development processes and budgets.	No. of trainings on gender mainstreaming in process and budgets at national and regional levels.
	3.2 To advocate for increased access to decent jobs for women and youth in the region by at least 20% by 2026.	3.2.1 Conduct research on the status of employment in the region and the availability of decent jobs for evidence-based advocacy.	No. of advocacy briefs and sessions on access to decent jobs for women and youth.
	3.3 To develop a regional financing mechanism that gives women and youth access to green-trade finance by 2027.	3.3.1 Document the need for green trade finance and advocate for the development for a regional financing mechanism that gives access to women and youth.	A regional financing mechanism for green trade that is accessible to women and youth.
	3.4 To facilitate the ICGLR Objective of empowering of at least 5000 youth and women in the Great Lakes Region through formalization and entrepreneurship in mining by 2026.	3.4.1 Establish a peer-to-peer learning platform for women and youth in mining to share information on the enhancement of trade for peace. 3.4.2 Conduct training for 5,000 women and youth on entrepreneurship in mining and provide technical support to at least four start-ups in small scale mining companies.	-A peer-to-peer learning platform established for women and youth. -No. of women and youth trained in entrepreneurship and provided technical support for start-ups in mining.

STRATEGIC PRIORITIES	OBJECTIVES	ACTIVITIES	INDICATORS
4.0 Advocate for Gender Equality, and Rights of Women and Children	4.1 To advocate for the implementation of the gender dimension of the ICGLR PACT and Declarations to contribute to the reduction of SGBV cases by 30% in at least three member states by 2027.	4.1.1 Monitor implementation of the ICGLR PACT and Declarations on SGBV to inform decision making. 4.1.2 Create awareness and train on gender equality and women's rights with a focus on SGBV. 4.1.3 Ensure access to legal, medical, psychosocial rehabilitation services for at least 5,000 women survivors of SGBV by the end of 2027. 4.1.4 Reintegrate at least 1,000 women victims of SGBV into their communities by the end of 2027.	Contribute to the reduction of SGBV cases by 30% in at least 3 Member States by 2027
	4.2 To advocate for all member States to ratify and implement the Maputo Protocol.	4.2.1 Network with Parliamentarians and Civil Society to call for the ratification and implementation of the Maputo Protocol in all Member States.	Increased number of Members States that have ratified and implemented the Maputo Protocol.
	4.3 To advocate for the reduction of the number of children recruited into armed groups by 40% by the end of 2027.	4.3.1 In cooperation with OSESG and UNDP, start capacity building activities to enhance employment capabilities of families in areas prone to conflict by 2027.	To advocate for the reduction of the number of children recruited into armed groups by 40% by the end of 2027.

STRATEGIC PRIORITIES	OBJECTIVES	ACTIVITIES	INDICATORS
5.0 Build the Institutional Capacity of the ICGLR/RWF	To set up the ICGLR/RWF Secretariat by implementing start-up activities for RWF by end of 2023	Sign Host Agreement: Identify office premises and pay rent Open bank accounts; Procure equipment (office furniture, computers, printers) Procure vehicle(s) / hire vehicle; Launch and dissemination of the RWF Strategic Plan Baselines / studies on the four Strategic Priorities in line with the RWF mandate. Validation and launch of the four studies.	RWF office established.
	5.2 To establish the Human Resource Management system and policies for ICGLR/RWF by 2024	Recruit staff for RWF; Develop a Human Resource Policy Develop a Governance Charter; Develop Job Descriptions for staff Manage a Performance Appraisal System, Professional and Leadership Development Plan Conduct a training needs assessment of the team, annually. Develop a calendar of capacity building of staff annually; Conduct a capacity building of staff, twice a year.	Human resource policy, processes and systems in place and operational.
	5.3 To create a Financial Management System and policies for ICGLR/RWF by 2024	Develop a Finance Policy, Develop a Procurement Policy Develop an Internal Audit and Risk Management; Produce Quarterly Financial Reports. Procure and establish an accounting management system such as Quick Books Train key staff on Budgeting process, tools, and systems. Develop a planning, budgeting, and reporting mechanism for all key stakeholders. Ensure regular financial reporting and communication to key stakeholders. Inform and Train Key Stakeholders on Financial Policies and Risk Management Systems.	Financial management system and processes that are in line with international financial standards.
	To design a Monitoring, Evaluation, Accountability and Learning System and roll it out, by 2023	Develop a Monitoring, Evaluation and Learning (MEL) Plan, Establish and MEL system and Reporting Framework. Hold Quarterly and Annual Pause, Reflection and Learning platforms with key stakeholders. Develop reporting systems and procedures. Contact National Contact Focal Points to coordinate activities monthly. Compile Annual Reports of the RWF and disseminate to key stakeholders.	A Monitoring, Evaluation and Learning plan designed and implemented.
	To set up a Communications mechanism to promote visibility, internal and external relations by 2023.	Develop a Communications Policy and Strategy to guide internal and external communication. Establish regular meetings (monthly, bi-monthly, quarterly, and annually) with staff and other stakeholders, virtually and in person. Ensure minutes are taken for all RWF meetings and shared in a timely manner with all concerned. Establish a system of regular reporting and compile regular reports to be share with key stakeholders Use traditional and social media (WhatsApp, Twitter, Instagram, etc.) to share relevant. Develop a Stakeholder Database and Management Plan Institute a feedback mechanism for responding to Stakeholders' needs Enhance the visibility of ICGLR/RWF by the end 2027	Communication policy and strategy rolled and with increased visibility of the RWF.
	To ensure financial security by developing and implementing the Resource Mobilization Strategy and Sustainability Plan by 2023.	Develop a Resource Mobilization Strategy and Sustainability Plan. Carry out donor mapping and create a donor database. Train key staff on resource mobilization Develop a policy on the creation of reserve fund.	Resource Mobilization and Sustainability Plan in place with evidence of increased and predictable of financing.

5.5 Risk Analysis and Management Approach

The ICGLR/RWF Strategic Plan, 2023- 2027 takes into consideration risk management in certain areas and will include the following parameters to mitigate them:

Activity/Area	Description of the risk	Likelihood	Impact	Severity	Mitigation Action	Responsibility
		High/Low	High/Low	High/Low		
Secretariat Establishment Secretariat Venue for ICGLR/RWF	Delay in securing a Host Agreement where the Secretariat is to be located.	Low	Low	Low	ICGLR CS will provide temporary Space.	ICGLR/RWF Bureau & Steering Committee
Resources	Delays in securing adequate Resources	Low	High	Low	MS contribution is guaranteed and can be followed up effectively. Development of Strategic Plan, Action Plan, Operational Plan are already supported. These are to be used to solicit for existing Partners.	ICGLR CS ICGLR/RWF Steering Committee & Bureau Partners
Establishment of Secretariat – Staff Recruitment	Delays in recruiting staff	Low	High	Low	ICGLR CS; GWCP already mitigating and providing services. RWF Bureau providing support services	ICGLR/RWF Steering Committee; ICGLR Bureau; ICGLR CS; National Coordinators

5.6 Leadership and Functional Organizational Structure of the ICGLR/RWF

According to the ACCORD for the Establishment of the ICGLR/RWF is provided in Article 6 as follows: (i) The General Assembly (ii) The Steering Committee; (iii) The Specialized Committees (iv) The Secretariat

The General Assembly, which is provided under Article 7 is the supreme organ of the ICGLR/RWF. Its competences are to deliberate on all matters pertinent to the objectives of the ICGLR/RWF;

- i. To pass the internal regulations of the Forum;
- ii. To consider and approve the nominations of personnel of the Secretariat of the Forum;
- iii. To pass the budget of the RWF-ICGLR;
- iv. To adopt reports of the Steering Committees;
- v. To adopt resolutions and recommendations destined for Governments of the Member States of the International Conference on the Great Lakes Region;
- vi. To elect the Steering Committee

Composition of General Assembly

Article 8 provides that the General Assembly shall be composed of **three** Members from each ICGLR Member State, which is currently 60 Members. These Members are designated by national women organizations, umbrella women organizations as well as women's thematic networks of the Member States of the International Conference on the Great Lakes Region.

Article 9 provides that the term of the Chairperson, the Members of the Steering Committee and the Bureau of the ICGLR Regional Women Forum is for a period of two years on a rotational basis.

The Steering Committee

Article 14 provides that the Steering Committee shall be responsible for the direction and the functioning of the Forum. Article 15 further provides that the Steering Committee shall be composed by one (1) representative from each Member State of the ICGLR.

Bureau of Steering Committee: Article 16 provides for the Bureau of the Steering Committee, and that it is constituted as follows: President, First Vice President, Second Vice President, First Rapporteur, and Second Rapporteur.

The Specialized Committees

Article 19 provided for Specialized Committees and that the General Assembly shall create five (5) permanent Committees as follows: i. Peace and Security; ii. Economic Development and Regional Integration; iii. Humanitarian and Social Issues iv. Cross – cutting issues. Article 19 further provides that The General Assembly may create other permanent committees as well as specialized ad-hoc Committees as deemed necessary in order to achieve the objectives of RWF/ICGLR.

Secretariat

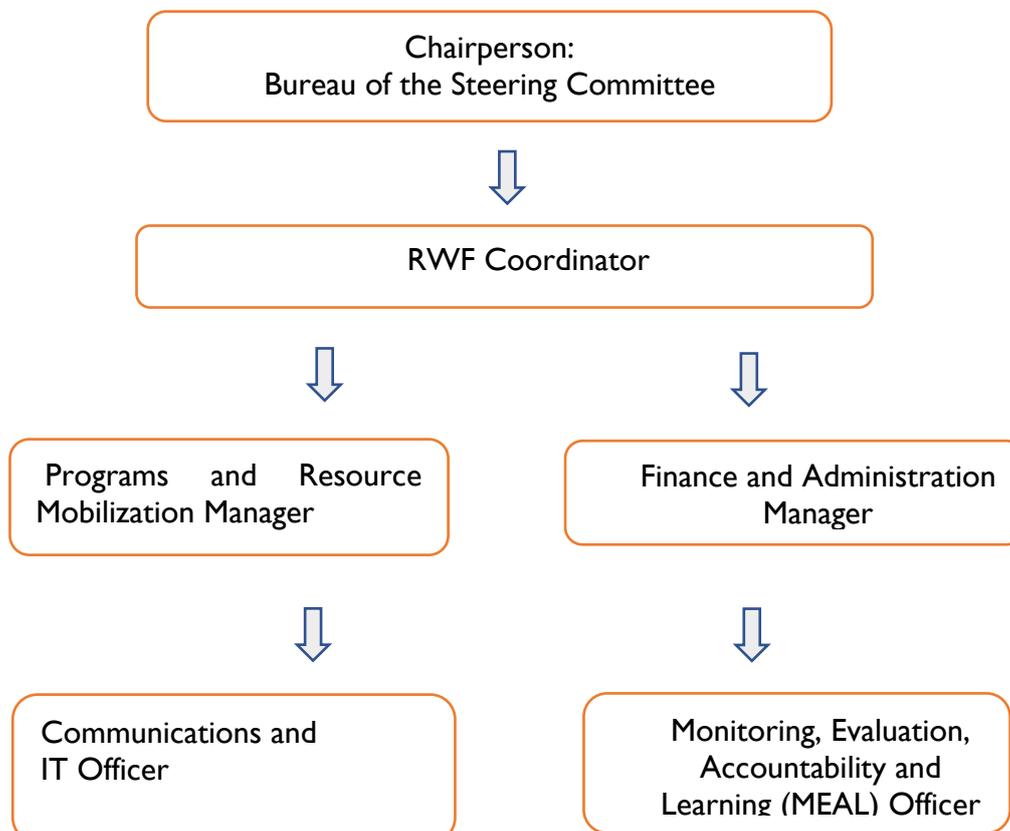
Article 20 provides for the Secretariat, which ensures the administrative, financial and technical management as well as the coordination of the forum activities. It shall be headed by a Coordinator whose mandate shall be for three years renewable only once.

ICGLR/RWF LEADERSHIP STRUCTURE

According to Article 6 of the ACCORD, the Governance Structure of ICGLR/RWF is as follows:



ICGLR/RWF FUNCTIONAL ORGANISATIONAL STRUCTURE (SECRETARIAT)



5.7 Indicative Budget of the Strategic Plan (2023-2027):

The following is the Indicative Budget estimates for five years. Income and expenditure estimates are as follows:

YEAR	2023	2024	2025	2026	2027
Income					
-Contribution from ICGLR / Member States	\$250,000	\$250,000	\$260,000	\$260,000	\$260,000
-Donor Contributions	\$210,000	\$220,000	\$230,000	\$240,000	\$250,000
-Local / Regional Resource Mobilization	\$100,000	\$120,000	\$130,000	\$135,000	\$140,000
Total Income	\$560,000	\$590,000	\$620,000	\$635,000	\$650,000
Expenditure					
-Setting up and maintaining office/equipment	\$ 60,000	\$20,000	\$18,000	\$17,000	\$17,000
-Staff salaries and allowances	\$144,000	\$144,000	\$150,000	\$150,000	\$160,000
-Regional meetings and conferences	\$160,000	\$170,000	\$180,000	\$180,000	\$180,000
-Research, documentation and publicity	\$80,000	\$120,000	\$138,000	\$140,000	\$145,000
-Vehicles and Travel	\$50,000	\$36,000	\$42,000	\$48,000	\$48,000
-Systems and Supplies	\$24,000	\$24,000	\$36,000	\$42,000	\$42,000
-Allowances	\$42,000	\$46,000	\$56,000	\$58,000	\$58,000
Total Expenditure	\$560,000	\$590,000	\$620,000	\$635,000	\$650,000

Explanatory Notes on the Indicative Budget of the Strategic Plan (2023-2027):

- **Financial resources** for ICGLR/RWF are in accordance with its ACCORD provided for under Article 23, which states that: *“The financing of the Forum is assured by a minimum obligatory annual contribution of Member States through the Executive Secretariat of the ICGLR.”*
- Article 23 further states that: *“The Forum may receive contributions as well as donations from bilateral and unilateral partners of Members States of the ICGLR, and other international governmental and non-governmental actors.”*
- **An increment of slightly less than 10% for each year has been factored in the budget** to cater for increased activities, inflation, steady and progressive implementation of activities. It is expected that the Strategic Plan will be reviewed periodically to allow for some degree of flexibility based on information collected under the Monitoring, Evaluation, Learning and accountability framework.
- **Staffing of ICGLR/RWF will initially constitute of at least 5 persons**, with limited room for volunteers. The Staff will include a (i) Coordinator, (ii) Programs and Resource Mobilization Manager, (iii) Finance and Administration Manager, (iv) Communications and IT Officer (v) Monitoring, Evaluation, Accountability and Learning (MEAL) Officer. These will each be paid on average of USD \$ 3,000 which totals to 144,000 per year.
- **A Regional Meetings costs on average 40,000**, the Budget caters for at least 1 Meeting per quota, *including a midterm review of the Strategic Plan*, and will transact most business online and thus the need for office equipment to facilitate this effectively.

5.8 Sustainability Plan

Article 23 of the ACCORD on the Setting up of the ICGLR/RWF provides that the financing of the Regional Women's Forum is assured by a minimum obligatory annual contribution of Member States through the Executive Secretariat of the ICGLR. It is further noted that the ICGLR/RWF may receive contributions as well as donations from bilateral and unilateral partners of Member States of the ICGLR, and other international governmental and non-governmental actors.

The following are the target contributors to the budget of the ICGLR/RWF:

- Member States of the International Conference on the Great Lakes Region.
- Bi-lateral, unilateral and multi-lateral partners of Member States of ICGLR.
- International governmental and non-governmental actors.
- International NGOs, Foundations and Philanthropists.
- Local and regional Philanthropists.
- Private Sector.
- Individual well-wishers may give money or provide support in-kind.
- Crowd funding through online platforms.

A sustainability plan is a roadmap for achieving long-term goals and strategies to continue projects, programs and partnerships for continuity, resilience, and sustainability of the ICGLR/RWF. As such, a sustainability plan should be supported by:

- a) Development of a Resource Mobilization Strategy to guide the solicitation of funds from diverse sources.
- b) Recruitment of a Resource Mobilization Manager to lead the implementation of the Resource Mobilization Strategy.
- c) Allocation of funds to implement the Resource Mobilization Strategy.
- d) Training of staff on Resource Mobilization and their roles in its implementation and how their work informs and benefits from Resource Mobilization.
- e) Development of a Policy on a Reserve Fund and open a Reserve Fund account for savings and investments.
- f) Monitoring and evaluating progress of the implementation of the Resource Mobilization Strategy.

The sustainability plan will basically describe how ICGLR/RWF will be sustained in the long term. As such, it focuses on community sustainability, financial sustainability, and organizational sustainability. The sustainability plan provides information on the potential for ICGLR/RWF as an entity to survive and thrive in the long term, ensures that resources spent on ICGLR/RWF will have a long-lasting impact. In essence, finances spent should spark sustainable change which has a long-term effect.

A sustainability plan provides clarity of what is to be done and the timeline for activities; and normally has three parts: Community Sustainability, Financial Sustainability, and Organizational Sustainability. Community sustainability can be ensured by including stakeholders and beneficiaries in strategic planning and implementation; financial sustainability describes the ability of an entity to survive financially; and Organizational sustainability describes the capacity of an entity to survive as a whole.

**EXECUTIVE SECRETARIAT
INTERNATIONAL
CONFERENCE ON THE GREAT
LAKES REGION**



**SECRETARIAT EXÉCUTIF
CONFÉRENCE INTERNATIONALE
SUR LA RÉGION DES GRANDS
LACS**

ICGLR Regional Youth Forum Strategic Plan (2023 – 2027)

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LIST OF ACRONYMS AND ABBREVIATIONS

ACCORD	Accord Establishing the Regional Youth Forum of the International Conference on the Great Lakes Region (April 2018)
AfCFTA	African Continental Free Trade Agreement
AU	African Union
CSO	Civil Society Organisation
ICGLR	International Conference on the Great Lakes Region
IDPs	Internally Displaced Persons
NGO	Non-Governmental Organisation
NYF	National Youth Forum
OSESG-GL	Office of the Special Envoy for the Great Lakes
RECs	Regional Economic Communities
RMYF	Regional Multi-level Youth Forum
RSAP	Regional Strategy and Action Plan
RYP	Regional Youth Forum
PwD	Persons with Disabilities
SDGs	Sustainable Development Goals
SP	Strategic Plan
SSR	Security Sector Reform
SWOT	Strengths, Weaknesses, Opportunities and Threats
UN	United Nations
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organisation
UNFPA	United Nations Population Fund
UNHCR	United Nations High Commissioner for Refugees
UNSC	United Nations Security Council
WPS	Women, Peace and Security
YPS	Youth, Peace and Security

Forward

Acknowledgements

The ICGLR/RYP sincerely thanks the United Nations Population Fund for Eastern and Southern Africa Office (UNFPA-ESARO) for its support in the development of its five-year strategic plan (2023-2027), an action plan for 2023; and a Secretariat operational plan for 2023/2024 with the financial support of the European Union.

The ICGLR/RYP also gratefully acknowledges the constant technical support and coordination provided by the ICGLR Conference Secretariat and in particular the Democracy and Good Governance Directorate.

The vital contribution of all ICGLR/RYP members who supported the process by attending meetings, providing information and insights that enriched the development of the Secretariat's Strategic Plan, Action Plan and Operational Plan is much appreciated.

We sincerely thank all ICGLR Member States, members of the Regional Youth Forum, partners, in particular the EU, UNFPA, UNDP and OSESG-GL for their facilitation and contribution to the preparation of this strategic plan. We look forward to continued collaboration and support as we embark on this journey to promote peace and security in the Great Lakes region.

1.0 Executive Summary

The establishment of the ICGLR/RYP marks a milestone in the efforts and commitment of the states in the region to provide an all-inclusive space that leaves no one behind. Arising from different global, continental and regional legal and policy frameworks that increasingly acknowledge the roles and contributions of youth to peace and security, the imperative for youth engagements for the attainment of regional peace and stability for the ICGLR deserves even greater attention because of the relatively young population of the region. UN and AU Resolutions on youth, the Youth Peace and Security Initiative, the African Youth Charter, the celebrated Decade of the African youth and the peculiar socio-economic, political realities of youth in the region reflect the trends and trajectory of youth engagement in peace and security.

The Strategic Plan provides an operational pathway towards achieving an envisioned ICGLR Regional Youth Forum in line with the provisions of the Accord Establishing the Regional Youth Forum of the International Conference of the Great Lakes region (ICGLR RYP) revised on 27th April 2018. More specifically, the Plan targets four broad strategic areas namely: Sustainable Peace, Security and Governance; Human Rights, Humanitarian Action and Gender; Engagement and Advocacy; and Organisational Development. The priority areas align with the UN/AU guiding principles for YPS namely: Participation, Protection, Prevention, Partnership and Disengagement and Reintegration.

The Strategic Plan also defines the approaches to be employed including monitoring, coordination and evaluation, to meet set objectives of the RYP within the timeframe indicated in this document. Included in the Plan are Resource Mobilisation Strategy and Sustainability Plan to enable the Forum serve a long-term purpose. The Plan also identified critical stakeholders and outlined gender-sensitive, integrated and intergenerational approaches for engagement and partnership.

At the end of the five year period, it is envisaged that youth in the region would have more empowered voices, capacity and representation. It is hoped that institutionally and policy wise, the RYP-NYFs would have evolved as critical stakeholders in mediation, conflict prevention and resolution generating inclusive norms and practices in all facets of peacebuilding processes in the region. Youth would be more equipped and engaging at all leadership levels as well as directly involved in shaping the future they desire.

2.0 Background and Context Analysis

Globally, the role and importance of youth in achieving a peaceful and enduring world is being acknowledged and stressed through policy initiatives, creative projects and deliberate social interventions. This is clearly evident in the landmark United Nations Security Council Resolutions 2250 in 2018, 2419 in and 1325 in which speak to the need to elevate youth and gender rights to the front burner of national, regional, continental and global agenda. These resolutions are further reflected and adapted across regions and nations of the world in the forms of policy frameworks and legislations adopted to address the different dimensions of conflict and post-conflict societies. In a sense, these efforts express not just the shift in the conceptualisation of conflict from being military-centered to human-centered but more importantly, aptly recognise the interconnection of youth, peace and security.

At the continental level, the African Union has championed the development of important initiatives that underscore the invaluable role that youth on the continent (can) play. Africa is reputed to have the youngest population in the world with a median age of 18.8 in 2022.¹ In the Great Lakes region, a staggering 75 percent of an estimated population of 420 million are under 35² and five out of the 21 countries with the lowest median age in the world located in Africa in 2021³ are from the region. Thus, national, regional continental and global interventions with youth at its epicentre has major prospect of securing the future they desire and deserve.

At the regional level, the International Conference of the Great Lakes Region (ICGLR), since its establishment, has continued to give primacy to the youth agency in line with the UNSC Resolution 2250 on Youth Peace and Security, UNSC Resolution 2419, UNSC Resolution 1325 on women, peace and security, United Nations Sustainable Development Goals, African Youth Charter, Agenda 2063, the Malabo Decision on Youth Empowerment for Sustainable Development adopted at the 17th Summit of the African Union in 2011 and the Continental Framework on Youth, Peace and Security (YPS). The establishment of the 12-Member State ICGLR in 2004 was notably premised on the recognition of the regional dimension of the political instability and conflicts in Member States in the region and the need for a joint effort to address them. In 2006, ICGLR Member States adopted the *Pact on Security, Stability and Development in the Great Lakes* to create the necessary conditions for peace and stability.

The ICGLR firmly acknowledges the critical role of youth in advancing peace and security in the region and recognises the inextricable link between security and other development-related issues and has taken several laudable efforts in this regard. A major

¹ Statista: Median Age in Africa 2000-2030. Saleh Mariam. August 17, 2022.

www.statista.com/statistics/1226158/median-age-of-the-population-of-africa/

² The Office of the Special Envoy for the Great Lakes Region. *The Meaningful Participation of Youth in Africa's Lakes is Crucial for the Region's Stability*. 14 December 2020.

³ They are: Uganda, Burundi, South Sudan, Tanzania and Zambia. See: Statista: Median Age in Africa 2021, by Country. 1 February 2022. www.statista.com/statistics/1121264/median-age-in-africa-by-country/

milestone was the establishment of the ICGLR Multifunctional Youth Forum (RMYF) in 2014 and the adoption of the Declaration with 36 Resolutions to address youth unemployment. Others include the 2017 meeting of Ministers on Youth Affairs to facilitate the 2014 Declaration to fight against Youth Employment through Infrastructure Development and Investment Promotion in line with the AU Assembly's theme on 'Harnessing the Demographic Dividend through Investments in the Youth'. The centrepiece of the RMYF is to avail young men and women in the region the platform to engage and play a meaningful role in all the ICGLR agenda especially on peace, security and development. The RMYF, with the buy-in of and support from Member States of the ICGLR, is the focal body and bridge between the youth in the region and the ICGLR Secretariat.

Finally, in April 2018, the "Accord Establishing the Regional Youth Forum of the International Conference on the Great Lakes (ICGLR RYF) was adopted which acknowledged that "...the youth play a major role and contribute significantly to the reinforcement of peace, security, stability, poverty eradication, mutual understanding and friendship between African populations, solidarity, fraternity and good relations between States in the Great Lakes Region." The Accord provided a veritable entry-point to kickstart and sustain the fledgling momentum for YPS in the Great Lakes.

2.1. Methodology

The Strategic Plan relied on extensive consultations with different categories of stakeholders. The consultations included virtual and on-site meetings with a wide range of youth leaders in the ICGLR and a Technical Working Committee comprising staff of the ICGLR Secretariat, mediation experts, representatives of youth organisations, and consultations with staff of major UN entities such as OSESG-GL, UNFPA and UNDP.

In particular, the consultation included interactions with participants that attended two major events: (1) Capacity building workshop on youth peace and security to youth-led in the Great Lakes Region, 17-20 October 2022; and (2) Regional Youth Forum General Assembly, 1-3 November 2022. The consultations provided rich insights/data that supported the development of the strategic plan, plan of action and the insights into the best pathways for the operationalisation of the RYF Secretariat.

A detailed review of major documents of the ICGLR relating to the RYF as well as relevant publications and literature was undertaken. Legal and policy documents on youth, peace and security at global, continental, regional and national levels were critically examined and dissected to identify trends, normative issues and nuances around the notion, roles of and opportunities for youth. Information from diverse primary and secondary sources provided the appropriate context for this strategic document.

3.0 Vision, Mission, Principles and Objectives of the ICGLR Regional Youth Forum

- a. The **vision** of the RYF is to become an ideal model for the effective participation and empowerment of the youth in the promotion of a just, peaceful and prosperous Great Lakes Region.
- b. The **mission** is to inform, engage and educate the youth of the Region to enable them evolve and contribute meaningfully to the development of peace, security and stability of the Great Lakes Region.
- c. The RYF will be guided by three important **principles** namely: *Inclusion, Ownership and Partnership* and strongly uphold the following **values**: *Creativity and Innovation, Non-Discrimination, Respect, Partnership and Synergy and Unity in Diversity*.

Based on Article 3 of the 2018 Accord the **Objectives** of the RYF are to:

- i. provide for a platform for exchange of experiences and good practices, establish lasting alliances for dialogue and consultation, develop advocacy strategies and a culture of tolerance and peace at the regional level;
- ii. promote the role of the youth in peace, security and development processes, including access to information and participation in good governance and democratic processes at the national and regional level;
- iii. advocate for the participation of the youth in the elaboration of development and job creation policies in order to ensure that youth priorities and concerns are addressed;
- iv. promote dialogue between the youth and decision makers; and
- v. reinforce the capacities of youth organizations of Member States of the International Conference on the Great Lakes Region in coordinating, networking and educating the population on their role in the promotion of peace, human and women rights, rule of law, democracy and good governance in the Great Lakes Region.

4.0 Multi-Year Regional Strategic Priorities for the RYF, 2023-2027

The priority areas for the years in view align with the Forum's vision, mission and core principles. They also complement the ICGLR's vision of a peaceful and prosperous Great Lakes Region as well as the YPS guiding principles of Participation, Protection, Prevention, Partnership and Disengagement and Reintegration.

4.1 Strategic Priority Areas/Goals

The priority goals of this Strategic Plan centre around four core thematic areas for the next 5 years as follows:

1	Strategic Priority I	Sustainable Peace, Security and Governance
2	Strategic Priority II	Human Rights, Humanitarian Actions and Gender
3	Strategic Priority III	Engagement and Advocacy
4	Strategic Priority IV	Organisational Development

4.2 Strategic Priority I: Sustainable Peace, Security and Governance

Goal:

To prevent and resolve conflict as well as strengthen democratic Governance in the ICGLR

Policy Issues

In most countries in the ICGLR, youth remain in the periphery of governance and decision making rather than actively engaged and becoming catalysts in nation building and helping to address issues of climate change, violent extremism, natural resource governance etc. all of which induce conflict. Given the relative large population of under-35 in the region, their under-representation in governance has the potential of diminishing trust, accountability and inclusion.

Youth are also greatly affected by different forms of violence including Sex and Gender-Based Violence, political violence, violence perpetuated by state institutions/personnel, land/resource-based violence. At the same time, they are largely excluded from peace and security reform processes in active and post-conflict societies. In the ICGLR, youth face greater human security challenge which constitutes the root causes of conflict. Lack of access to basic human needs and protection especially for women, PWD and displaced young men and women are major drivers of agitations and conflict.

Strategic Objectives

- i. To promote the participation of youth; including women, Persons with Disabilities (PwD) and refugees/internally displaced persons in mediation and all aspects of peace-building processes by 2027.
- ii. To support efforts to domesticate the Youth, Peace and Security agenda at regional, national and sub-national levels in the ICGLR by 2027.
- iii. To galvanize support for increased representation of youth in decision making, electoral process and governance by 2027.

Priority Actions:

- a) Train young men and women (including young persons with disabilities and displaced persons) on resolution of issues in non-violent ways.
- b) Support the development of National Plan of Actions on Resolutions 2250, 2419 and 1325 in line with the call by AU in the context of peace and security by the end of 2027.

- c) Establish and support youth peace centres in border communities across the region by 2027.
- d) Further engage the youth in Election Monitoring in Member States with scheduled elections.
- e) Extend and expand the participation of youth especially young women in all security sector reform and peacebuilding processes including mediation processes.
- f) Propose and encourage inclusion of peace studies in school curriculums from pre-secondary to Universities 2025.
- g) Train and engage youth on disaster risk reduction strategies, accountability frameworks and early warning system in all aspects of governance by 2025.
- h) Develop programmes for youth to involve them as volunteers and interns in preventing and countering all forms of violent extremism and radicalisation by 2023.
- i) Increase the presence of youth in decision making and create a youth exchange program to consolidate peace and development between and among countries of the GLR by 2025.
- j) Prioritise research on peace and security and engagement of youth as interns and volunteers to enable them further contribute to peace, mediation process and good governance at regional, national and sub-national levels by 2024.
- k) Institutionalise the Youth Election Observation Mission to promote participation, monitoring and reporting on the process by 2024.
- l) Develop policies to encourage resilience building practices by 2025.
- m) Train youth in climate risk and disaster reduction strategies.
- n) Provide up-to-date information on climate and environmental issues, effects and solutions to youth including a bi-annual publication on 'Youth and Climate in the ICGLR'.
- o) Engage youth including persons with disabilities and women in the design and implementation of climate policies and are engaged in awareness creation on climate issues.

4.3 Strategic Priority II: Human Rights, Humanitarian Action and Gender

Goal:

To address root causes of conflict by empowering young men and women to achieve their socioeconomic ambitions.

Policy Issues

Young men and especially women in the ICGLR face peculiar cultural, political, economic and social challenges that limit their ability to meaningfully contribute to society because of their gender. Apart from recurring sexual and gender-based violence particularly in

conflict zones like the DRC, the integration of women interests and their inclusion in mediation, peacebuilding and conflict resolution processes remain scanty. Besides this, there are limited opportunities to empower and rightly position young women vis-à-vis their young male counterparts.

Furthermore, the Great Lakes Region has witnessed a number of conflicts that has impacted greatly on the youth in terms of their livelihood, safety, health, access to justice, social inclusion and civil and political liberties. Refugees, IDPs and youth-at-risk in the region, many of whom are young and women deserve protection and right to decent living and work. The large unemployed youth naturally poses security threats sometimes derailing or weakening peace interventions in other areas. To achieve a stable and secure environment, it must remain a priority to reduce to its barest minimum if not eliminate, problems of youth unemployment in the GLR through sustainable policy interventions that not only address youth economic needs but reflects their inputs.

Strategic Objectives:

- i. To work with stakeholders to actualise the objectives of the Nairobi Declaration/Plan of Action and national economic plans aimed at to addressing unemployment and empowering young men and women including PwD and displaced persons by 2027.
- ii. To support and advocate gender mainstreaming in peace and security as a way of addressing gender inequality, discrimination and injustice by 2026.
- iii. To work with CSOs and relevant actors to strengthen regional and national human rights institutions as well as the domestication of UNSC Resolution 1325 on Women, Peace and Security by 2026.

Priority Actions:

- a) Protect the cultural, religious, emotional and physical safety of young men and women.
- b) Develop and support programs to sensitise young refugees, IDPs and Persons with Disabilities (PwD) on their rights by early 2024.
- c) Organise empowerment workshops for young refugees especially the women and girls but also PwD to train them on vocational skills.
- d) Establish a reporting and monitoring mechanisms on experiences of youth vis-à-vis rights issues by 2024.
- e) Provide opportunity for youth outside refugee and IDP camps for volunteering in support of ongoing humanitarian action in affected countries by 2025.
- f) Pursue research and campaign on gender perspectives of climate change for young women and girls including women with disabilities and displaced persons.
- g) Advocate gender-sensitive humanitarian interventions in all spheres by 2027.

- h) Mainstream gender into economic, security policies, governance processes and social intervention programmes and projects by 2025.
- i) Create programmes that support prison reforms, persons with disabilities, including psychosocial and mental health interventions targeting youth by 2025.
- j) Advocate fair, equal and dignified treatment of all youth, including those describe as being at risk in the region regardless of gender, religion and cultural or political affiliation.
- k) Promote gender-based rights and identify with civil society organisations working to improve the rights of women and girls.
- l) Promote youth to youth communication and internship opportunities.
- m) Organise trainings on human rights-based approach to law enforcement for law enforcement agencies by 2025.
- n) Work with government at all levels, relevant agencies of the UN such as the UNDP, UNHCR, UNESCO and other international organisations to advance the economic rights of the region's youth in their program for Africa and make joint efforts to create more spaces for internship and volunteering opportunities.
- o) Encourage national governments to fast-track the implementation of the resolutions from the Nairobi Declaration and the Regional Strategy and Action Plan, 2018-2022.
- p) Undertake education rights campaign in urban and rural areas involving youth as speakers and direct interventionists by 2025.
- q) Encourage governments in the region to fully explore the potential benefits of the Africa Continental Free Trade Agreement (AfCFTA) and other regional and continental trade frameworks as catalyst for job creation.
- r) Spotlight and engage young men and women in innovative hubs i.e. Tech genius, owners of start-ups, micro, small and medium-scale enterprises etc to identify how their business and ideas can be scaled up to open up spaces for jobs by 2024.
- s) Support existing initiatives to fight gender-based violence and inequity at national and regional levels by 2027.

4.4 Strategic Priority III: Engagement and Advocacy

Goal:

To build knowledge, leadership and creative capacities of youth and youth-based organisations to enable them contribute to governance, peace, security and sustainable development within the ICGLR.

Policy Issues

The concerns and roles of youth around peace and security are not sufficiently engaged and articulated in both the traditional and new media. Whereas, the Media and CSOs have a major role to play in creating the necessary awareness about the YPS in the GLR. Working together with the ICGLR Secretariat, it will be important to create new or strengthen

existing media spaces to reflect the aspirations enshrined in the objectives of the YPS and the RYF. In this regard, the existence of viable national YPS structures will naturally strengthen communication and opportunities for constant exchange of ideas within the RYF-NYFs constituency and the public. Ultimately, the vision is to have a decentralised YPS system fitly adapted to the different environments and contexts but dynamic enough to respond equally to trans-border threats in the GLR.

Three dimensions of engagement are envisaged - the creation of spaces for youth-to-youth engagement; youth engagement with ICGLR and governments; and engagement with experts, CSOs, Media and the academia. These multi-level engagements are key to the RYF's organisational development, its functioning and the achievement of its mandate.

Strategic Objectives:

- i. To promote and create awareness on the activities and contributions of young men and women to peace and security.
- ii. To support capacity building of youth and youth leaders; including women, PwD, and displaced young persons by 2027.
- iii. To advocate for enduring partnership with internal and external institutional actors working on youth, peace and security in the region.
- iv. To support and strengthen the capacity of national youth chapters to promote youth initiatives in Member States by 2027.
- v. To support media engagement in effectively communicating the YPS agenda as well as the RYF priorities in the ICGLR by 2027.

Priority Actions:

- a) Partnership with Inter-Governmental and Non-Governmental institutions at the global, continental and regional levels.
- b) Invest more in research to develop evidence-based policy and programmes on youth in the security space.
- c) Develop communication mechanisms and strategies on YPS at community, national and regional levels employing both traditional and new media – Twitter, WhatsApp, Facebook, Instagram etc.
- d) Establish a research desk on YPS in the RYF Secretariat and in each ICGLR Member States and encourage synergy by 2025.
- e) Organise gender specific capacity building workshops to empower young women and girls on sensitive gender issues by 2027.
- f) Create structures/programmes for youth participation and engagement in the form of internship and volunteering by 2024.
- g) Create open spaces especially in rural communities where youth can be involved in mediation, peace advocacy, dialogue sessions, adapted learning and different aspects of peacebuilding processes by 2025.

- h) Involve youth in the design and implementation of all ICGLR projects through internship and volunteering experience by 2026.
- i) Provide opportunities for youth to reach communities through cultural, educational and sporting activities.
- j) Engage youth experts and professionals.
- k) Educate and sensitise youth on existing and emerging environmental challenges and health risks as well as on risk mitigating measures.
- l) Partnership with local and international media to communicate updates, interventions and document lessons learned and best practices.
- m) Maintain constant and effective communication line with the ICGLR Secretariat, national youth groups, the AU and UN youth-focused programs.
- n) Organise annual regional youth conference to discuss key issues on youth rights and youth responsibilities by 2024.

4.5 Strategic Priority IV: Organisational Development

Goal:

To enhance the functional capacity of the RYF to successfully implement its mandate

Policy Issues

Institutional effectiveness depends on strong policy and legal frameworks which evolve over time. In the context of the RYF, this would determine the extent to which the Forum is able to meet the stated strategic priorities, manage expectations and overcome challenges over the next five years. To this end, resources and partnership with a commitment to the core principles of the ICGLR-RYF are essential. For sustainability, the RYF Secretariat must be well resourced in terms of facilities, personnel, operational procedure, coordination, monitoring, evaluation and accountability mechanisms are required. More important is the synergy between the RYF, NYFs and the ICGLR.

Strategic Objectives:

- i. To actualise the staffing and equipping and programmatic priorities of the RYF Secretariat by 2024.
- ii. To ensure that the mandates and activities of the RYF vis-à-vis the national youth chapters in Member States of the ICGLR are in programmatic alignment by 2024.
- iii. To develop Finance, Transparency and Accountability frameworks, as well as Code of Conduct, coordination, Monitoring and Evaluation mechanisms for the RYF Secretariat by 2023.
- iv. To implement robust resource mobilisation framework and strategies for sustainable funding of the RYF Secretariat's activities by 2027.

Priority Actions

- a) Production of internet based digital communication and learning including an ICGLR Youth Forum website by 2023.
- b) Establish an accountability mechanism to promote openness, trust and acceptability among youth and youth-based groups by 2023.
- c) Develop Code of Conduct that outlines what good conduct is among executives of the ICGLR RYF and between the RYF and the ICGLR Secretariat and finally in relation to the RYF with the wider society by 2023.
- d) Promote accountability principles in operating procedures, recruitment and reporting system of the ICGLR RYF.
- e) Develop and deploy SDGs-based assessment indicators to review the quality of projects/programmes and conformity with guiding normative frameworks by 2024.
- f) Develop reporting template in line with the prescription of the ICGLR Secretariat by 2023.
- g) Recruit permanent staff for the Secretariat and organise an orientation programme to get them familiar with the workings and expectations of the ICGLR by 2023.
- h) Fully equip the RYF Secretariat with furniture and facilities to operate optimally by 2024.
- i) Provide a legal framework for RYF Secretariat's operation particularly in relation to other RYF structures by 2023.
- j) Work with the ICGLR Secretariat to coordinate joint activities with state and non-state institutional partners by 2027.
- k) Submit quarterly report (project reviews, mid-term evaluations, situation monitoring, process evaluations) to the ICGLR Secretariat.
- l) Work with national youth bodies to strengthen their Monitoring and Evaluation systems at the national level by 2025.
- m) Create an Early Warning unit within the ICGLR RYF Secretariat (working together with national youth bodies) to collate, process and analyse data on conflict indicators to complement the ICGLR Secretariat's conflict prevention and risk-mitigation measures by 2024.
- n) Train young officers of the RYF on Early Warning reporting and analysis by 2023/4.
- o) Published an annual report on the 'State of Youth in the Great Lakes Region' by 2024.

5.0 Organisation and Functioning of the RYF

A detailed plan for the operationalisation of the RYF Secretariat, including funding proposal for a two-year period (2023-2024) is attached as a separate document to this Strategic Plan. It specifies, among others, the organisational structure of the Secretariat, relationship between the RYF and the ICGLR Secretariat/Authority, relationship between RYF and NYF vis-à-vis internal/external stakeholders.

Article 5 of the Accord establishing the ICGLR RYF (April 2018) stipulated that the ICGLR Youth Forum shall consist of four major organs: (1) The General Assembly; (2) The Executive Council; (3) The Special Committees; and (4) The Secretariat.

The General Assembly

According to Article 6 of the 2018 Accord, The General Assembly is the supreme body of the Forum with 7 key functions namely to: (1) adopt the internal rules of the Forum; (2) elect the Bureau of the Executive Committee; (3) approve the composition of the Executive Council; (4) adopt the report of the Executive Committee; (5) pass the budget of the Forum; (6) adopt resolutions and recommendations destined for Governments of the Member States; and (7) deliberate on all matters relevant to the Forum functions.

The Executive Committee

Article 14 stipulates that The Executive Committee shall be responsible for the coordination and functioning of the Forum, with membership composed by one youth from the Members of the General Assembly representative from each Member State. Further, the Bureau of the Executive Committee shall be elected by the General Assembly from its present and voting Member.⁴

The Special Committees

Article 8 provides that the General Assembly shall have the following Committees overing the five pillars of the ICGLR mandates. These are the Committee on: (1) Peace and Security; (2) Democracy and Good Governance; (3) Economic Development and Regional Integration; (4) Humanitarian and Social Issues; and (5) Cross Cutting Issues.

6.0 Resource Mobilisation

The RYF needs a clear, sustainable financing and budgeting sources and plan that would enable it meet its targets for the next five years and more importantly, position it to engage youth in the peace and security space. Added to this is the need for transparency and accountability mechanisms in its operations. To achieve this, the RYF should:

- i. encourage Member States of the ICGLR to meet their financial obligations to the Conference;
- ii. explore the possibility of governments contributing a minimum of 15-18% of national budget to youth issues by 2025;
- iii. develop a Plan/mechanism for generating and managing funds from international partners to support the Regional Youth Forum;

⁴ The Bureau Members are: President, 1st and 2nd Vice-Presidents, Secretary/Rapporteur, Deputy Secretary, The Treasurer and Deputy Treasurer. The term of office of the Chair and Members shall be on the basis of rotation for a period of two years. Finally, the Bureau shall meet with an absolute majority of its members two times per annum under the direction of the President.

- iv. target funding appeals for specific projects/programmes to specific donor/international cooperation partners whose interests are aligned with what the projects/programmes aim to achieve;
- v. establish financial accountability mechanisms that demonstrate responsible management of funds to all stakeholders;
- vi. share financial/audit reports with the ICGLR Secretariat for onward transmission to the ICGLR Authority and External donors;
- vii. develop effective budget implementation strategy; and
- viii. develop a short, medium and long-term financing plan.

7.0 Sustainability Plan (including proposals for financial and human resource strategies)

Youth and youth-related issues will continue to occupy a central place in the world but much more so in the Great Lakes Region. Therefore, developing a sustainability plan (SP) enables youth stakeholders to look through the present into an imagined future and this is critical for short and long-term planning and agenda setting. For the RYF SP, the major concern is over what constitutes the legal, structural, social, political constructs. The RYF SP will take into cognisance, the dynamic nature of the internal and external environments and the need to develop appropriate adaptive and coping mechanisms. A well thought out sustainability plan for the ICGLR RYF is also vital for monitoring progress, anticipating and responding to threats as well as seeking new pathways that put the Forum in a position of strength and resilience.

The focus of the RYF Sustainability Plan should revolve around eight key elements namely: Political Support; Capacity Building; Funding Structure and Sources; Monitoring and Evaluation; Partnership; Operational Framework; Risk Mitigation Strategies; and Human Capital Management.

7.1 Political Support

Continuous political support for the RYF at all levels will help facilitate the achievement of its mandate in all spheres. More importantly, the buy-in of its programmes by Heads of State and Government of the ICGLR will contribute immensely to sustaining its relevance as stakeholders in the development process in the region. To this end, the RYF Secretariat and the NYF must prioritise its engagement with political stakeholders at the Executive and Legislative space. This will ensure that the legal, organisational, administrative structures and mandate of the RYF evolve in the same ecosystem, aligning with the vision, and desired output that governments in the Great Lakes (should) pursue.

7.2 Capacity Building

A great measure of attention to capacity building will contribute significantly to the effective functioning of the Forum. There should be regular capacity building training to empower the youth Forums at regional and national levels. This could be in the form of workshops, seminars or any other intervention to improve the knowledge and technical

skills of youth leaders. There should be gender sensitivity to ensure a fair and equitable process especially where opportunities for participation in a training workshop are limited. Overall, the strength of youth leaders would easily translate to the strength of the Forum.

7.3 Funding Structure and Sources

It is important to design a funding structure and a financial reporting system/model that enable the Forum to carry out its activities responsibly. The funding framework should include budgeting, reporting and auditing. Reporting should be done quarterly, while budgeting and auditing could be annually. Specifically, the RYF Secretariat should submit its yearly budget to the ICGLR Secretariat for onward transmission to the ICGLR Authority after it must have gone through an internal assessment and Regional Parliament.

Responsibility for resourcing (in cash and kind) the RYF Secretariat after the first two years would have to be borne by Member States of the ICGLR as per Article 13 of the 2018 Accord which also stipulated that the “Forum can receive contributions as well as donations from bilateral and multilateral partners... and other intergovernmental and non-governmental actors. There should also be room for joint funding of projects/programmes involving multiple partnerships providing financial, material and logistic supports.

In all, ICGLR Secretariat is expected to exercise oversight role on all funds received/disbursed, to promote ownership. Transparent and accountability mechanisms should be created to ensure integrity of the finances and financing of the RYF and its activities, including the RYF Secretariat submitting regular financial accountability statements to both the ICGLR Secretariat and external agencies funding its activities. In the long run, the RYF Secretariat should aim towards Global Reporting on its financial and programme activities in order to avoid duplication and the often painstaking process of reporting to multiple stakeholders.

7.4 Monitoring and Evaluation

A major sustainability strategy is establishing an effective Monitoring and Evaluation mechanism to assess performance in terms of projects, programmes and personnel of the RYF. More broadly, measuring attainment of set objectives, compliance with norms and standards as well as financial accountability helps to identify critical gaps and best practices that enable the Forum to reach its full potential ultimately.

7.5 Partnership

The need for productive and enduring partnership with different stakeholders within and outside the Great Lakes Region cannot be overemphasized. Partnership has enabled the survival of many organisations globally and in today’s more complex environment, the imperative of working together with like-minded actors is crucial as they provide complementary technical, financial and normative support that are sometimes indispensable. This partnership may include UN agencies, private donors, Civil Society Organisations, Media and of course, governments/ministries at different levels involved in managing youth affairs. However, the purpose and parameters of engagement with the

RYF must be clearly defined. Partnerships are healthy and enduring when they are programme-specific and promote acceptable norms.

7.6 Operational Framework

Operational framework defines organisational identity. It speaks to its purpose, values and overall ambition. How the RYF is structured both legally and normatively, in response to its operating environment would go a long way to affect its performance and perception. Thus, the relevant questions have to do with values, principles, ethos and ethics all of which constitutes a normative framework. Such framework should be people-centered and aim to make all youth leaders identify with a common goal.

7.7 Risk Mitigation/Prevention Strategies

There are many risks that the RYF can be exposed to including political, financial, cultural among others. First, it is important for the RYF to always get the leadership support of the ICGLR for its major programmes. While it is important to make efforts to deepen democracy across the region through political education, Election Observing Missions and advocacy on participation and inclusion, the RYF must refrain from political affiliations or party activities or even making political statements that may have to do with political party processes in Member States of the ICGLR.

Similarly, inadequate resources and staffing can pose risks to the effecting running of the Forum. Overbearing supervision could also create a strenuous workplace environment. Therefore, it is important provide sufficient staffing and financial resources as well as limited supervision of the RYF Secretariat.

Also, most risks are often associated with ‘process’. The design and implementation of youth-based projects must respect cultural identities of communities. Choice of projects must observe fairness in its execution including being sensitive to time, place, gender inclusion etc.

7.8 Human Capital Management

Human resources management is tied to an organisation’s productivity and image and this is no exception for the RYF. Human resource strategies must, among others, aim to build a community of people with strong loyalty and sense of purpose which help to build an organisation’s resilience. Human resource strategies for the RYF may include: outlining core principles of competence, reward, productivity, respect for diversity, youth to youth communication, conflict resolution approach, fairness etc around recruitment, remuneration, advancement opportunities, training including orientation on the vision and mission of the ICGLR RYF, health and safety etc. The expected impacts include efficiency in managing resources, relations based on mutual respect, high productivity, ability to meet the Forum’s goals etc. There should a clear legal and communication frameworks for managing the Forum’s staff and the ICGLR’s expectations.

8.0 Mapping Stakeholders and Strategies for Engagement

A detailed stakeholders mapping identifying the key stakeholders, strategies for engagement, impact and potential risks is attached. It recognises that there are many institutional and state actors working in the youth, peace and security space across the Great Lakes Region that the RYF and its Secretariat should engage with in the short, medium and long terms.

This stakeholder mapping is not exhaustive in and of itself and is subject to review as new development demands. The stakeholder analysis in the ICGLR RYF will be issue-based but noteworthy is the overlapping areas of engagement even as pertaining to youth. Overall, the identified strategies for engaging stakeholders must align with the Forum's principles of inclusivity, ownership, openness, gender sensitivity, cultural appropriateness and diversity.

8.1 The ICGLR

The International Conference of the Great Lakes Region is an inter-governmental body comprising Heads of States and Government of twelve Member States. The Conference established the ICGLR Multi-functional Regional Youth Forum in 2014 which unfortunately could not gain the necessary traction. Since 2018, the ICGLR has expressed key interest to support youth aspirations within the region as evident in many resolutions and programmes to advance the common interest of young men and women in the region. The organs of the ICGLR include the ICGLR Secretariat, ICGLR Parliamentary Forum; ICGLR Levy Mwanawasa Regional Centre (LMRC), ICGLR Regional Training Facility, ICGLR Regional CSO Forum; and ICGLR Regional Women Forum. These bodies play very important role in shaping the ICGLR RYF.

8.2 National Youth Forums

The NYF is the national body of youth in the Member States. Currently, all Member States have successfully established a youth forum at the national level with the exception of Burundi which is in the process of doing so. The NYF provides a veritable platform for youth at the national level to engage themselves as well as other youth stakeholders. It works with the RYF, ministries in charge of youth affairs, local CSOs and other relevant actors to empower, educate and engage youth on issues that affect them.

8.3 Ministries in Charge of Youth Affairs

Specialised Ministries in Member States of the ICGLR are key stakeholders who advise and formulate government youth-based policies. They are chiefly responsible for consulting and carrying youth along on government's youth agenda. The Minister as head of the Ministry directs and oversees the activities of the different units to meet the aspirations of youth in the country. Ministers could also meet at the regional level to take a common position on youth affairs.

8.4 Youth Experts, Individual Peacebuilders, Youth-led INGOs and CSOs

Youth experts and individual peacebuilders are key stakeholders because of their experience and extensive works in the peace and security sector both as researchers and practitioners. Together with youth-based NGOs and CSOs, they possess highly developed capacities and competences in terms of policies, programmes and projects design and implementation that the RYF can leverage on in attaining its set objectives.

8.5 Private Sector and the Media

The Private sector is a critical constituent in any economy and therefore, has a role to play in helping to meet the employment needs of the huge youth population in the Great Lakes especially in the light of the ICGLR Declaration on the fight against youth unemployment. Engagement with the youth directly could help provide insight into what, how and where private sector interventions would best serve the interest of the region's youth. Similarly, the media in all forms and at all levels are vital in helping to inform, educate and inspire to action. Constantly engaging new and old media platforms to project youth contributions to peace and security and highlighting gaps is important for the RYF.

8.6 UN Agencies and International Financial Institutions (IFIs)

UN agencies, multilateral financial and development agencies as well as bilateral partners have long been playing important roles to implement global agenda (i.e. SDGs) on youth and support government and youth-focused initiatives. These include the OSESG-GL, UNDP, UNFPA, UNICEF, UNESCO, UNHCR, ILO, UN-Habitat, World Bank, AfDB, bilateral diplomatic missions etc. Interventions from these bodies cut across health, refugee management, development, housing, industrialisation, energy, labour rights, targeted projects and project financing among others.

8.7 Community, Cultural and Religious Leaders

Community, cultural and religious leaders often have a better grasp of the local space and challenges facing youth. But it is not about challenges, they understand the many roles that youth can play to promote peace and stability in the environment. They are firmly embedded in the social, economic, and cultural structures that define such communities and therefore are at vantage positions to help facilitate the stated objectives of the RYF.

8.8 Strategies for Engaging Stakeholders

A first step in engaging stakeholders on youth, peace and security is to develop an effective communication strategy and is able to create spaces for youth to express their opinions and are listened to. This would include the Media (social, mainstream, digital) especially social Media to communicate and engage youth in the region. Thus, there is need for an active online presence to inform and task youth to get involved in peacebuilding activities. Also, the RYF needs to develop a website where its activities, values, vision, mission and contacts as well as partners are visible. The RYF Secretariat may also share quarterly report on its website and other platforms to engage a wider youth

audience. Communication with the stakeholders should be bi-directional i.e. there should be a feedback system.

Although, Covid-19 regulations in the Great Lakes are generally relaxed in some parts, there are still concerns over the threats it poses. Therefore, more routine recourse to the use video conferencing and other online channels would help to minimise the potential problems that may arise while drastically reducing cost. This is important for health and safety concerns especially where large attendance (such as the proposed regional conference, regional consultation and regional validation meeting) is anticipated. Besides this, it would help to save cost and reduce logistical constraints associated with large physical gathering planning and coordination. However, where there is sufficient cause, preparedness, approval, logistical provisions and safety measures, then such meetings may be conducted on-site.

A major strategy in engaging the ICGLR is the submission of reports to the ICGLR Authority via the ICGLR Secretariat. The RYF could make proposals to the ICGLR or other bilateral/multilateral partners on critical needs or areas it seeks intervention which may include: training workshops, a youth volunteer program, countering violent extremism, outreach activities, Gender mainstreaming among others.

It is important for the RYF to conduct regional consultation meetings as often as required involving all stakeholders in the YPS space. More importantly, such multi-stakeholder approach involving the ICGLR, NYFs, NGOs/CSOs, relevant UN agencies, community and religious leaders etc is important to ensure inclusion and build trust among stakeholders. Besides this, it is important to follow up on resolutions reached at such crucial meetings.

The RYF should advise (and support) the NRE on important youth programmes that they can undertake. Working with NGOs, CSOs, youth experts and UN agencies, it may conduct leadership programmes, evidence-based research and empowerment initiatives on technical, vocational training. It may work together with the NYF to encourage national governments to implement features of the YPS in their respective states.

Another important strategy would be facilitating inter-generational dialogue and exchanges between youth, youth experts and other stakeholders. This would enable the RYF to leverage on existing institutions of learning and research and development community but also practitioners in different institutional spaces. For instance, these experts could be invited to give a talk or lead seminar sessions and allow for cross interaction that enriches the thought systems of young people in the region. By so doing, the RYF is able to support youth who are positively contributing to their communities and enhance the peacebuilding knowledge and skills of young people

Holding of validation meeting is an important strategy of engagement specifically bringing a variety of stakeholders from the academia to policy and research institutes as well as active professionals on the field to joint examine and offer assessment of projects and policy environments from different perspectives. This has the import of strengthening capacity of the RYF's monitoring and evaluation framework.

At the community level, the RYF has an important task, working with the NRF to promote inter-generational, intra and inter-community, inter-religious dialogue as both a conflict prevention and resolution strategy aimed at strengthening local communities. As much as possible, encourage the forging of partnership and synergy among youth groups, networks and movements in rural settings. This is important because youth strategies sometimes run the risk of focusing only on urban youth and doing little to integrate rural youth. In some other cases, Urban youth become forgotten or ‘hidden’ in the agenda to empower youth. Thus, an effective youth strategy must focus both on Urban and rural youth and the peculiarities associated with their survival and livelihood by supporting their education and capacity building for peace.

Lastly, an effective youth strategy for stakeholder engagement must be sensitive to gender, age, disability and youth in confined spaces. The Great Lakes Region is home to a significant number of displaced persons who are youth and are disproportionately affected. These categories should be included in the programmes of engagement with stakeholders. The RYF could liaise with law enforcement agencies to train young prisoners on how they can become promoters of peace while young ex-combatants should also be integrated into a peace education programme. More importantly, the RYF must ensure gender is mainstreamed into its works with partners. Joint efforts to develop policies, programmes and projects should reflect gender balance, especially inclusion of young women and girls.

9.0 Risk Analysis and Mitigation

Youth in peace and security face risks that are both common and peculiar to their age and environment. Within the context of the Strategic Plan for the ICGLR RYF, potential political, social, environmental, economic and cultural risks are identified along with risk mitigation approaches.

First, and notwithstanding the conscious efforts to reflect the concerns of young women and address them through gender mainstreaming and inclusion of young Persons with Disabilities (PwD) in all policies, design and implementation of projects, there is the tendency for some youth groups to be/feel excluded especially in the phase of implementation. On the other hand, certain youth-led organisations as well as organisations working on youth issues in different places may not be acknowledged or consulted in developing ideas and strategies to empower youth of the Great Lakes Region. Such feeling of exclusion and lack of a sense of belonging is a risk to the lofty ideals envisioned in the Nairobi Declaration of 2014 which considers youth and related organisations as key and indispensable stakeholders in facilitating development in all facet. It is therefore important to adopt a **multi-stakeholder approach and multi-perspective** that painstakingly take stock of all actors within the youth space including urban-rural context, youth at risk, young refugees, young prisoners who had been involved in conflict among others to ensure that no one is left behind. As much as possible, the

Youth Forum should be **decentralised** to the very grassroots level where representation is likely to have more impact.

A corollary to the above is the danger of overwhelmingly focusing on young women and ignoring the peculiar challenges that young men face in that phase of their lives. Gender mainstreaming should imply fair, balanced and objective recognition of the challenges confronting both sexes rather than one that may create a perception of enthusiasm on one gender and assumptions of ‘men can take care of themselves’. The challenges that young face often vary, with long-term effects and experiences shaped by deep rooted cultural beliefs from place to place. It is important that young boys (not just young women and girls) are **educated** about the struggles of young women and the role they can play to safeguard and promote their rights.

Second, the youth are a very important group in any society. Therefore, whatever they do or are unable to do has a major impact on the society. The increasing attention to the needs and role of youth in peace and conflict underscores their importance as active players in the security sector. However, given their impact on the wider society, it is important to carry along non-youth groups through an ‘**all of society approach**’. It means we must envision society-wide solutions to societal challenges faced by youth of the Great Lakes Region. The imagined future for the youth must be one that provides a space for **intergenerational exchanges** that further enriches the capacities of youth and youth-based organisations in the region. Despite the proposal to encourage youth-to-youth interaction and engagements, intergenerational exchanges are important for sustainability and a constantly evolving learning process especially for youth leaders.

Third, the entire structure of the Regional Youth Forum as well as the National Forums must, as a fundamental principle, operate a **rights-based approach**. This is an all-inclusive approach that emphasises humanity, dignity, respect and empathy reflected in levels of participation and inclusion in peace and security activities in the region. More importantly, the rights-based approach stresses the need for **integrative solutions** which are connected to fundamental rights. Thus, social, economic, political and/or cultural empowerment of the youth must be embedded within a rights-based framework because the challenges they face are rights issues. This will help minimise potential risks associated with participation, inclusion, equality and non-discrimination, accountability empowerment and legality according to the United Nations Agenda 2030.⁵ The goal should not be limited to creating opportunities for young men and women of the Great Lakes but also providing the congenial environment to enable them enjoy the opportunities.

Fourth, by far the most common threats is political risk. Given the legal, financial and administrative structures of the RYF and especially the NYFs, there is concern over their independence and potential influence the ICGLR may have over them. For now, the RYF’s major source of revenue is the Heads of State and Government. The ICGLR is able to act as a necessary guide to the RYF, such oversight role run the risk of becoming overbearing and

⁵ UN Sustainable Development Group: Universal Values. Principle One: Human Rights-Based Approach. unsdg.un.org/2030-agenda/universal-values/human-rights-based-approach

limiting in terms of the initiatives that the Forums could take. At the same time, the large and growing population of youth in the region means they constitute a huge political capital to the political class. While individually, they may exercise their fundamental human rights in the political process, the Forums especially at the national level must steer clear of partisanship including using their offices or media platforms to identify with a political party or support for a politician over another. The Forum may suffer credibility risk both from within states and outside if such is allowed.

Obviously, without the political will to commit substantial financial resources at regional and national levels, the RYF and NYF structures may struggle to achieve its set goals for the next three years (2023-2025). Consequently, there is the need to continue to engage heads of governments to **demonstrate political will** towards supporting the RYF programmes/projects as well as create a **legal framework** to regulate the participation of the Forums' young leaders in politics. Also, conscious, gradual efforts should be made to allow the Forums exercise an appreciable degree of independence.

Fifth, every organisation is a reflection of its members. If the wrong pegs are put in the right hole, the capacity of the organisation may be naturally weakened because of the inability of its members to exercise effective leadership. To address this, it is important to put in place, the right and **standardised framework** for ensuring only the best are elected/appointed/chosen to lead the Forum at both regional and national levels. It is very possible for passionate young men and women to do much with little resources but persons without such passion and drive are a risk and may undermine the capacity and credibility of the Forum.

Sixth, one of the most prevalent risks is socioeconomic. With the state of unemployment and underemployment in the region, there is constant risk to the social fabric of the societies especially in places where tension exists in one form or another. The efforts of the ICGLR in addressing youth unemployment underscore how crucial this is to any agenda and in particular, the RYF-NYFs. The lack of decent jobs for many youth may not encourage many youth to participate in healthy spaces that the RYF-NYFs hope to create. The challenge for the states of the Great Lakes is to further accelerate current efforts at expanding economic opportunities for youth. There should also be **constant media engagement** on peace and peaceful engagement with the youth such that they are better informed and motivated be part of the Forum in their respective countries.

Seventh, while there is significant progress made in the fight against Covid-19 pandemic, Ebola and the likes, the risks they pose to the RYF-NYFs activities are not completely eliminated. To ensure health and safety of youth in all its planned/proposed programmes, there is a need to maintain the standard advisory on protection. Health and safety concerns and countering measures may vary from country to country, it is important to ensure **compliance with all standing safety protocols and regulations** in host countries in response to Covid-19 and related diseases. There may be need to **establish a 'Youth Health Portal'** to complement governments efforts to reach out to the citizens the bulk of which are youth.

Eighth and lastly, there are potential cultural in engagement with young people from different backgrounds and communities. Other risks may be associated with how community and religious leaders are engaged. Establishing a **communication framework/strategy** that is **culturally appropriate** will go a long way in preventing cultural conflicts. The design of projects must take into cognisance, the cultural environments where they are to be sited and the beneficiary's likely perception. By being **culturally sensitive**, the potential for conflict is reduced and stronger relationship is nurtured.

Appendix I: SWOT Analysis of the Situational Context of the ICGLR RYF

Activity	Success	Weakness	Opportunities	Threats	Way Forward
Declaration by Heads of State and Government at the ICGLR Special Summit on the 'Fight against Youth Unemployment through Infrastructure Development and Investment Promotion'	<p>Policy framework to create the environment congenial to investment and development ultimately driving job creation and opportunities.</p> <p>Provides roadmap for action at the regional, national and sub-national levels.</p>	<p>Development of supporting Implementation framework and Action Plan was delayed.</p> <p>Political will is lacking in some cases.</p> <p>External support/influences also changes priorities for some nations.</p>	<p>The ICGLR and Member States can build on the far reaching Resolutions reached at Nairobi.</p> <p>Offers new optimism on pathways to get youth involved in initiatives aimed at empowering them.</p> <p>Prepares the ICGLR better to take advantage of the African Continental Free Trade Agreement (AfCFTA)</p>	<p>Persistent unemployment continue to drive fragility, instability and violence in the region.</p> <p>Prevailing environment of conflict and difficulties faced by post-conflict societies in the region affect the prospect of fully maximizing the import of the Declarations.</p>	<p>Accelerate the process towards achieving region-wide employment opportunities for the youth.</p> <p>Deepen engagement with international partners in fast-tracking interventions to drive youth employment.</p> <p>Further engage youth in identifying ways to attract investment and create jobs.</p>
Activity	Success	Weakness	Opportunities	Threats	Way Forward
Development of the Regional Strategy and Action Plan to implement the Nairobi Declaration on Youth Employment, 2018-2022.	A bold statement of intent from the ICGLR to attain the Resolutions adopted in Nairobi.	<p>Implementation is weak and slow.</p> <p>The RSAP is due for update and review.</p>	Lessons learned from the first RSAP can be used to improve its implementation going forward.	Inability to make substantial progress in the RSAP potentially feeds into existing fragility in the region.	<p>Mobilise more resources to support the RSAP.</p> <p>Engage partners and persuade them to</p>

	The RSAP is a successful response to the ICGLR directive to the Conference Secretariat to develop a Strategy and Plan of Actions in 2014.	There is little to show for the development of the first RSAP.	Best practices from the success story can be consolidated upon. Opportunity to reflect the AfCFTA in the updated version of the RSAP.	Lack of resources to achieve greater result in implementation.	support the region's priorities.
Activity	Success	Weakness	Opportunities	Threats	Way Forward
Resolutions on Youth Employment by the ICGLR Regional Parliamentarians.	The Resolution passed by the regional parliamentarians is a big step towards achieving the harmonisation of plans and policies for youth development in the GL Region.	Currently no implementation and monitoring framework.	Can become a catalyst for other expected policy harmonisation on youth in the region. Provides a healthy space for the Region's youth Parliamentarians to continue to engage with the regional and national legislators on critical issues to do with youth. There is a (passed) resolution for the implementation.	Bureaucratic delay. Changes in elected parliamentarians and change in priorities.	Use the existing structure of the RYF to persuade the Regional Parliamentarians to expedite action on the implementation resolution. Continue to engage Parliamentarians at the National to take strong stand in support of youth-centered resolutions and commit to ensuring youth representation in the Parliaments.
Activity	Success	Weakness	Opportunities	Threats	Way Forward
Measures at the National level to promote and implement the ICGLR Declaration on Youth Unemployment.	There is some level of implementation going on in different Member States.	No implementation and monitoring framework. Variations in progress made and resources committed from country to country.	Potential to deepen engagement is high. Allows for domestication and adaptation to national realities.	Political influence and interference. Limited resources devoted to the NYF	More commitment is required from national stakeholders working on youth affairs. Commit more resources.

		Engagement by youth at the national level is not significantly high relative to the percentage of youth population.	Eases the government's implementation of its national youth agenda. Opportunity for the national Secretariat to engage the Executive Secretariat.		Develop a national implementation and monitoring framework.
Activity	Success	Weakness	Opportunities	Threats	Way Forward
Validation meeting for the establishment of the ICGLR RYF Secretariat in Nairobi, Kenya.	Signing of the host state agreement in January, 2022. ⁶ There is currently an office space and equipment for the Secretariat's operations.	The Operationalisation of the Secretariat is yet to full take off. The RYF is as a result of the above unable to mobilize resources and support activities at the national level. No Regional Strategic Plan, Operational Plan/implementation and Plan of Actions.	It will aid the process leading to the realisation of the Pact on Security, Stability and Development signed in 2006. It will contribute to strengthening the role of youth in ending violence, extremism and building sustainable peace in the region. The process leading to the establishment of a Regional Strategic Plan, Operational Plan/implementation	Continued delay in the full operationalization of the ICGLR RYF Secretariat could negatively impact the national youth forums. Delay in the operationalization of the ICGLR RYF Secretariat as a result of national elections in Kenya. The disposition of the Government of Kenya towards the RYF/S.	Accelerate the process leading to the development of a Regional Strategic Plan, Operational Plan/implementation and Plan of Actions. Fast-track the operationisation of the Secretariat to enable recruitment of permanent staff.

⁶ International Conference on Great Lakes Region: ICGLR Kenya Signed a Host Country Agreement Aiming to Enhance the Meaningful Involvement of Youth. – Mali Emmanuel Makumba. icglr.org/icglr-kenya-signed-a-host-country-agreement-aiming-to-enhance-the-meaningful-involvement-of-youth/

			and Plan of Actions is ongoing.		
Activity	Success	Weakness	Opportunities	Threats	Way Forward
Youth Election Observation Mission to the Republic of Tanzania and the Zambia.	The first youth in the region are participating as Election Observers. Youth were able to provide their assessment and perspectives on country elections thereby contributing to electoral accountability process.	It is not yet institutionalised to guarantee greater participation in monitoring and reporting process.	An opportunity to have first-hand experience on election monitoring and reporting.		Youth Election Observation can be integrated in the Regional Strategy and Action Plans.
Activity	Success	Weakness	Opportunities	Threats	Way Forward
Mobilisation and engagement of youth on thematic areas at national level.	There are ongoing youth dialogues, community outreach, sports, national and regional meetings, media etc.	National activities are not directly supported by the ICGLR.			At national levels, engage and pay youth representatives. Ensure youth participation in National Coordination Mechanism (NCMs).

Appendix II: Stakeholder Mapping

s/n	Stakeholders	Strategies	Impact	Risks
1	International Conference on the Great Lakes Region (ICGLR): ICGLR Secretariat, ICGLR Parliamentary Forum; ICGLR LMRC, ICGLR Regional Training Facility, ICGLR Regional CSO Forum; and ICGLR Regional Women Forum.	<p>Submission of Bi-Annual Report to the Heads of State and Government;</p> <p>Submission of Project Proposals and Budget;</p> <p>Consultation on policy and programme development;</p> <p>Submission and follow-up of bills to empower youth to the Parliament;</p> <p>Regular correspondence with the ICGLR Secretariat;</p> <p>Engage the ICGLR for the institutionalisation of the Youth Election Observation Mission for better participation, monitoring and reporting on elections in the Great Lakes Region;</p>	<p>Enables synergy in the efforts and expectations of the ICGLR and the RYF;</p> <p>Transparency, accountability and openness of the process improves trust;</p> <p>Agreeable policy outcomes;</p> <p>Improved understanding of the electoral processes and challenges in the region;</p> <p>Multi-stakeholder approach promotes consensus.</p> <p>More youth-focused legislations improves the ability of youth to navigate the peace and security terrain.</p>	<p>The RYF may become too dependent on the ICGLR.</p> <p>The RYF programmes and policies may be heavily influenced by the interests of Member States of the ICGLR.</p> <p>Bureaucratic bottlenecks.</p> <p>Overbearing influence of the ICGLR Secretariat over the RYF Secretariat.</p> <p>Selection process for Youth Election Observer Mission may be politicised.</p>
	Stakeholders	Strategies	Impact	Risks
2	National Youth Forum	<p>Consultation on policy and programme development and implementation;</p> <p>Media engagement (digital, website etc);</p> <p>Leadership development programme;</p> <p>Validation Workshop;</p>	<p>Policy outcomes based on consensus;</p> <p>Effective communication breeds trust;</p> <p>Youth are able to exercise leadership in many peace and security spaces;</p> <p>Improved monitoring and evaluation processes;</p>	<p>Difficulty integrating the peculiar interests of each NRF;</p> <p>Social media platforms could become open to abuse if not well managed;</p>

		Youth to youth engagement;	Informed youth are inclined and persuaded to get involved in activities that promotes peace, tolerance and peaceful co-existence.	Leadership programme may privilege only a few especially if resources are limited; Time on validation workshop wasted if lessons learned are not integrated.
	Stakeholders	Strategies	Impact	Risks
3	Ministries in Charge of Youth Affairs	<p>Consultation on policy and programme development and implementation;</p> <p>Engagement in the Media Space;</p> <p>Submission of proposals on youth engagement and empowerment;</p> <p>Consultation on NYF and national youth policy implementation progress;</p> <p>Joint sponsorship of youth-focused projects and programmes;</p>	<p>Enriched policy outcomes;</p> <p>Trust is built between the state and youth;</p> <p>Progress tracking on level of implementation of the YPS;</p> <p>A more responsive Ministry and Minister due to constant engagement;</p>	<p>Slow, not responsive due to bureaucracy</p> <p>Ministry may be unwilling or unable to share information on the government's scorecard on YPS.</p> <p>Ministries may be selective in the scope and choice of media engagement.</p> <p>Resource challenge to implement jointly agree programmes.</p>
	Stakeholders	Strategies	Impact	Risks
4	Youth Experts, Individual Peacebuilders, Youth-led NGOs and CSOs	<p>Invite youth experts to speak with youth on topical issues relating to youth;</p> <p>Employ internet platforms for youth engagement;</p> <p>Engage in policy and programme design and implementation;</p> <p>Engage in regional consultation and validation meetings;</p>	<p>Improved knowledge on peacebuilding among youth;</p> <p>Norms promotion in the design and implementation of youth programmes;</p> <p>Data management on YPS in the region is improved.</p> <p>Capacities of RYF, NYF are enhanced;</p>	<p>May defer from sharing certain ideas with the youth audience for the fear that it may not please other stakeholders in the ICGLR.</p> <p>Data and internet accessibility may be difficult for some youth.</p>

	<p>Joint work on documentation and publications of the RYF activities;</p> <p>Work to organise workshops, seminars on youth issues;</p> <p>Partnerships on project implementation and capacity building training;</p> <p>Collaborative advocacy to promote gender mainstreaming in all programming, policies and projects in the Great Lakes Region;</p> <p>Communicate updates and request feedbacks;</p>	<p>Gender is mainstreamed in policies and programmes initiated to address youth concerns.</p>	<p>INGOs may seek to impose conditions and cultural preferences.</p> <p>Physical attendance raises the risk of Covid-19 infections.</p> <p>Overconcentration on women and girls rights can end up making young men feel marginalised.</p>	
	Stakeholders	Strategies	Impact	Risks
5	Private Sector and the Media	<p>PS: Engagement on support for the implementation of the ICGLR Declaration on the fight against youth unemployment;</p> <p>PS: Further engagement on investment promotion and infrastructure development;</p> <p>PS; Engagement on relevant policies to generate jobs;</p> <p>PS; Submit proposals for decent job creation;</p> <p>MD: Engage media platforms to beam searchlight on the activities of the RYF,</p>	<p>More jobs are created;</p> <p>Opportunity for youth to express themselves;</p> <p>Government is persuaded to expedite action in promoting actions that would create decent employments;</p> <p>Youth and the general public are more informed about the contributions of youth to peace in the region;</p> <p>Awareness on the ICGLR mission and vision is widespread;</p>	<p>Without incentives from government, private sector actors may do little or nothing in creating jobs.</p> <p>Much talk and less/zero action.</p> <p>Challenge in financing infrastructural projects and the possibility of accruing massive debt thereby threatening the livelihoods of future generation.</p>

	<p>NRF and youth contribution to peace in the region;</p> <p>MD: Use Media platform to communicate the vision, mission and principles of the ICGLR RYF;</p> <p>MD: Launch special youth programmes on TV stations, Radio Stations and the print media;</p>	<p>Youth across the region take more interest in youth issues and become part of the evaluation process.</p>	<p>Access to information across the region for traditional media may prove difficult.</p> <p>Funding challenge for mainstream media special programme.</p>	
	Stakeholders	Strategies	Impact	Risks
6	<p>UN Agencies and the AU OESG-GL, UNDP, UNFPA, UNICEF, UNESCO, UNHCR, ILO, UN-Habitat, World Bank, AfDB, AU.</p>	<p>Engagement with the UN entities in its implementation of youth agenda in its 2023-2025 Region Programme for Africa;</p> <p>Support the African Union youth, peace and security agenda and the strategic plan of action;</p> <p>Submit proposals to the AfDB to actualise some of its five key programmes on: Energise Africa, Feed Africa; Industrialise Africa, Integrate Africa and Improve Quality of Life including support for the 2016-2025 Bank Strategy for Youth in Africa;</p> <p>Engage the UNHCR in supporting young refugees and IDPs humanitarian needs in the region;</p>	<p>Monitoring and impact evaluation of youth-related projects by international bodies is better monitored and reported on;</p> <p>Opportunity for mutual learning and sharing of best practices on the YPS;</p> <p>The Strategic Plan of Actions has identified a number of interventions that fits into the AfDB and World Bank’s vision and may be will to sponsor them.</p> <p>Greater attention is brought to the plight of the displaced persons in the region;</p> <p>Partnership is enhanced due to openness and accountability;</p>	<p>Some of these agencies sometimes prefer to work in silos.</p> <p>May dictate condition and preferences that are not culturally appropriate to Member States or local communities in the ICGLR.</p> <p>Weak health and safety measures in refugee camps may expose RYF youth leaders.</p>

	<p>Work with the UN and AU to organise capacity building workshop for youth leaders;</p> <p>Share report of the RYF activities with the UN and AU relevant bodies;</p> <p>Work with relevant bodies of the UN and AU to ensure gender mainstreaming and inclusion of Persons with Disability in youth policies and programmes;</p> <p>Joint advocacy on climate crisis and action.</p>	<p>There is a sense of belonging because of inclusive approach;</p> <p>Greater awareness on climate crisis and actions;</p>	<p>Overconcentration on young women and girls to the detriment of boys and young men.</p> <p>Funding challenge may not for prioritisation of climate action.</p>	
	Stakeholders	Strategies	Impact	Risks
7	Community, Cultural and Religious Leaders	<p>Organise inter and intra community dialogue sessions with community leaders;</p> <p>Hold inter-faith meetings to encourage peace education among youth;</p> <p>Conduct peace outreaches alongside community, religious and cultural leaders;</p> <p>Engage local radio stations to run peace orientation programmes in languages much preferred by local residents;</p> <p>Encourage community leaders to increase youth and especially women participation in decision making;</p>	<p>Creates opportunity to (re) build trust especially in communities that have been ravaged by conflict;</p> <p>A platform for regular interaction among youth fosters peace;</p> <p>People at the local/rural communities are more informed about the possibilities of peace and their role in achieving it;</p> <p>Youth play a more visible role in decision making that affects peace culture and attitudes;</p>	<p>May be reluctant to participate and therefore unwilling to offer much needed support.</p> <p>May expect to be rewarded financially and could become passive when such is not forthcoming.</p> <p>May prefer to listen to other channels/programmes they are used to.</p> <p>May not be exactly open to advocating women and girl's rights.</p>

Get community, religious leaders to encourage non-youth and non-youth groups to support youth actions and leadership in peace and security.

It has a 'whole of community' because engagement involved all of society.

May interpret the inclusion of young people as decision makers as threats to their positions or ambition in the community.

Non-youth groups may less interested and forthcoming because they may view youth agenda as not affecting them directly.

Appendix III: ICGLR Regional Youth Forum {Gantt Chart 2023 – 2027}

Activities	2023				2024				2025				2026				2027			
Objective 1.1 To promote the participation of youth in mediation and all aspects of peace-building processes.																				
1.1.1 Train young men and women on Conflict Prevention							x				x				x				x	
1.1.2 Train youth on mediation protocols, processes and strategies				x				x				x				x				x
1.1.3 Train and engage youth on disaster risk reduction strategies and accountability frameworks in all aspects of security governance.			x					x							x					
1.1.4 Develop programmes for youth to involve them in preventing and countering all forms of violent extremism and radicalisation.			x								x								x	
1.1.5 Invest in context-specific research to identify how youth can be further engaged in peace and security in the ICGLR.							x				x								x	
1.1.6 Develop community-level strategic framework for youth engagement on peace and security for rural communities.							x													
1.1.7 Involve youth in post-conflict society peace-building and security sector reform processes.							x				x				x					
1.1.8 Train officials of the RYF on Early Warning reporting and analysis.								x							x					
Objective 1.2 To support efforts to domesticate the Youth, Peace and Security agenda at regional, national and sub-national levels in the ICGLR by 2027.																				
1.2.1 Advocate the operationalization of National Plan of Actions on UNSC 2250 and 2419 by 2027.		x					x				x				x				x	
1.2.2 Establish Youth Peace Centres in border communities across the region by 2024.												x			x				x	
1.2.3 Advocate the ratification of Resolution 1325 on Women, Peace and Security (WPS) by 2027.		x					x				x				x					
1.2.4 Advocate the integration of the five principles of participation, prevention, protection, partnerships, and disengagement and reintegration in YPS at all levels.		x					x				x								x	
2.1.5 Create a framework for the implementation measures on YPS at national and subnational levels.		x																		
Objective 1.3 To galvanize support for increased representation of youth in decision making, electoral process and governance by 2027.																				
1.3.1 Propose the establishment of National Youth Parliaments and/or support the participation of youth in National and subnational Assemblies.							x													
1.3.2 Provide the platform for young men and women to mobilize and articulate their political opinions and aspirations.			x					x				x								x
1.3.3 Organise training for the youth on Election Monitoring and Observation in Member States.			x					x			x				x				x	
1.3.4 Train youth on public policy making skills and engagement in political party development.								x				x			x				x	

3.3.4 Provide volunteering opportunities for youth to reach communities through cultural, educational and sporting activities.			x	x		x	x			x	x		x	x	x		x	x	x	
3.3.5 Create programmes to promote rural youth participation in grassroots peace-building processes.				x		x					x			x				x		
3.3.6 Hold consultations with national authorities to discuss key issues on youth rights and youth responsibilities.						x				x		x			x	x			x	x
3.4 To support and strengthen the capacity of national youth chapters to promote youth initiatives in Member States by 2027.																				
3.4.1 Organise capacity workshop building for NYFs' leaders.		x				x				x				x				x		
3.4.2 Provide policy framework/guidance on administration, gender, communication to the NYFs.																				
3.4.3 Provide the platform for NYFs to have intergenerational conversation around peace and security in GLR.						x			x	x				x				x		
3.4.4 Share lessons and best practices.						x			x	x				x				x		
3.4.5 Launch innovative initiatives to promote peace through culture and sports.					x				x											
3.5 To promote experts, CSOs and media engagement in effectively communicating the YPS agenda as well as the RYF priorities in the ICGLR by 2027.																				
3.5.1 Develop communication mechanisms and strategies on YPS at community, national and regional levels employing both traditional and new media – <i>Twitter, Whatsapp, Facebook, Instagram</i> etc.	x																			
3.5.2 Organise sensitization workshop for youth; including youth-at-risk on YPS.			x				x				x				x				x	
4.1 To actualise the staffing and equipping and programmatic priorities of the RYF Secretariat by 2024.																				
4.1.1 Establish an information desk on YPS in the RYF Secretariat and in each ICGLR Member State's NYF and encourage synergy.	x	x																		
4.1.2 Employ permanent staff for the RYF Secretariat with office facilities; including furniture and internet access.	x	x	x																	
4.1.3 Develop and operate a RYF website where NYFs websites are accommodated.	x	x																		
4.1.4 Regularly train staff of the RYF Secretariat.	x					x				x		x			x		x		x	x
4.1.5 Develop evidence-based YPS policy and programmes.							x	x						x						
4.2 To ensure that the mandates and activities of the RYF vis-à-vis the national youth chapters in Member States of the ICGLR are in programmatic alignment by 2024.																				
4.2.1 Develop Monitoring and Evaluation systems at regional and national levels.			x																	
4.2.2 Develop a framework for engagement and coordination with the ICGLR Secretariat on joint activities with state and non-state institutional partners.			x																	
4.2.3 Create internship opportunities for youth within the regional, national and subnational structures of the RYF-NYFs.				x	x															
4.2.4 Hold regional evaluation meetings with stakeholders to review activities of the Forum.				x				x				x				x			x	
4.2.5 Document lessons learned and best practices to improve the programmatic operations of the RYF.				x				x				x				x			x	

**STRATEGIC PLAN
2023-2027**

**CONSULTANCY SERVICES
FOR
DEVELOPMENT OF A
STRATEGIC ACTION PLAN
FOR THE GREAT LAKES
REGIONAL PRIVATE
SECTOR FORUM OF THE
INTERNATIONAL
CONFERENCE FOR THE
GREAT LAKES (ICGLR)**



**Prepared and Submitted
by**

KISIA KAHONGA,

Consultant

November 2022

LETTER OF TRANSMITTAL

November 18, 2022

**To:
The Strategic Planning Steering Committee,
(RPSF Bureau, UNFPA, OSESG-GL, ICGLR Secretariat)**

Ladies and Gentlemen,

**RE: DEVELOPMENT OF A STRATEGIC ACTION PLAN FOR THE GREAT LAKES
REGIONAL PRIVATE SECTOR FORUM OF THE INTERNATIONAL CONFERENCE
FOR THE GREAT LAKES (ICGLR)**

I, the undersigned is pleased to submit this Strategic Plan 2023-2027 for the Great Lakes Regional Private Sector Forum of the International Conference for the Great Lakes (ICGLR).

The Strategic Plan provides concise details of the background, needs assessment, strategic model, implementation plan, monitoring and evaluation plan. The plan is expected to guide Private Sector Forum in the Great Lakes Region in achieving its mandate as envisaged in the Accord of the International Conference for the Great Lakes Region.

I affirm that the Strategic Plan gives clear basis upon which relevance, effectiveness, efficiency, impact and sustainability of the Private Sector Forum will be measured, determined and improved.

Yours sincerely,



Kisia V.V. Kahonga,
Consultant

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ABBREVIATIONS

AfCFTA	Africa Continental Free Trade Area
AMRII	Multidimensional Regional Integration Index
COMESA	Common Market of Eastern and Southern Africa
EAC	East Africa Community
EU	European Union
GOF	Group of Friends
ICGLR	International Conference on the Great Lakes Region
IGAD	Intergovernmental Authority for Development
IGOs	Inter-Governmental Organisations
OSESG	Officer of the Special Envoy for the Great Lakes
PPD	Public-Private-Dialogue
PPP	Public-Private-Partnership
PSCF	Peace, Security and Cooperation Framework
RECs	Regional Economic Communities
RIMC	Regional Inter-Ministerial Committee
RPSF	Regional Private Sector Forum
SADC	Southern African Development Community
UN	United Nations
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund

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EXECUTIVE SUMMARY

The Private Sector Forum in the Great Lakes Region has made some progress including promoting dialogue between governments and private sector players, hosting several regional conferences in trade and devising ways of improving social and economic development in the region. However, since the establishment, the Private Sector Forum is yet to create significant impact in the region. Regional integration and other trade pacts are yet to be fully implemented while cases of insecurity in Eastern DRC remain a challenge to trade and other social economic activities in the region. Also, tension between member states and other trade barriers complicate the actualisation of common markets in the region. Additionally, the dynamic needs of each member states together with global changes in social, economic and environmental aspects limits performance of the private sector in the region. It is against this backdrop in performance of PSF that a strategic plan was required.

A comprehensive SWOT analysis, PESTEL analysis, Stakeholder Analysis and Risk Analysis were conducted in order to understand the Forum's internal and external operating environment. This formed the basis for the Strategic Plan for 2023-2027.

In the Strategic Plan, the Forum's Vision is *A secure, peaceful and stable Great Lakes Region* while the Mission is *To continuously involve Private Sector in efforts for peace, security, stability, good governance and democracy for social and economic transformation of Great Lakes Region*. The Core Values include Peace, Security, Good Governance, Democracy and Partnerships.

Key strategic themes for the period include good governance, operational efficiency, fund mobilisation and stakeholder participation. The Forum's goals are: Strengthen governance of PSF; improve operational efficiency of PSF; increase available funds for PSF operations; and greater awareness and participation of all stakeholders in mandate and activities of PSF at local, national and regional levels.

Under the pillar of governance, the Strategic Plan will seek to develop sub-committees for the Executive Committee and functional departments of the Secretariat. It will also seek to develop relevant policies for the General Assembly, Executive Committee and Secretariat. The pillar of governance is designed to promote institutionalisation of PSF as a basis of achieving its mandate.

On operational efficiency, the intention is to find ways of promoting activities of PSF in the region. In this regard, the strategic plan will seek to identify and acquire an office for the Secretariat, recruit permanent and qualified staff for the Secretariat. It will also continuously create awareness and sensitization of PSF's mandate and purpose at national and regional levels. The institution will further be expected to support partnership between governments and private sector in high impact projects on peace and security. Other strategic objectives under this pillar will include holding regular events for Public-Private Dialogue (PPD), identification and sharing Public-Private-Partnership opportunities for member states as well as developing and implementing a policy reform mechanism.

On fund mobilisation, the Strategic Plan will seek opening of a bank account and development of fund raising proposals. The Strategic Plan will also ensure an improvement of collection of financial contribution from member states as well as development of subscription packages for development partners.

On stakeholder participation, the Strategic Plan will seek to promote involvement of stakeholders in Forum's Mandate, Objectives and Strategic Activities. This will be done through continuous undertaking of outreach activities in member states, supporting capacity development of National Fora private sector players in peace and security activities at local, national and regional levels. The strategy will also guide the support for business policy advocacy in trade, peace and security at all levels of decision making in Great Lakes Region.

In achieving this Strategic Plan, several critical success factors will be important. The factors include Governance factor where a strong Secretariat and supportive Executive Committee, Staff, National fora, and Member states will be required. Another factor is Compatibility Factor where a shared Vision at national and regional levels will be critical in addressing common issues.

The Strategic Plan will be implemented in 5 years with the first two years focused on institutionalisation of PSF. Under each strategic objective, strategic initiatives have been identified for implementation and responsibilities allocated. Implementation of the strategic plan shall require a total of \$3,505,000 in a period of 5 years. These funds shall be obtained from member states contributions, Private Sector Operators as well as donations from development partners in the proportions of 50%, 30% and 20% respectively. A clear monitoring and evaluation matrix has been added to guide the measurement of the achievement of the Strategic Plan. Additionally, a governance and organisation structure is also proposed to support implementation of the Strategic Plan.

1. BACKGROUND

1.1 About Great Lakes Regional Private Sector Forum

The Great Lakes Regional Private Sector Forum (RPSF) is one of the programmes of the International Conference on the Great Lakes Region (ICGLR). ICGLR is a regional institution established by member states of the Great Lakes region. The formalisation of the institution was pursuant to the objective of decision 36 of the Declaration of the Summit Heads of State and Government of the ICGLR held in Luanda, Angola held on 15 January 2014. The Declaration directed the ICGLR Regional Inter-Ministerial Committee (RIMC) to establish a Private Sector Forum of the Great Lakes Region to promote common integration projects and sustainable development in the Great Lakes Region.

The Forum, which was formally launched on 15 September 2015 by the Executive Secretariat of the ICGLR, allows the Private Sector to play a major role in promoting economic development, which is essential to the reinforcement of peace, security, stability, and poverty eradication and mutual understanding in the Great Lakes region. Moreover, it enables the private sector community to play an integral role in reviewing national and regional investment policies, identifying constraints hindering investment growth, and advocating for measures aimed at mitigating these impediments and fostering economic growth.

The forum covers the twelve (12) signatory countries of the Peace, Security and Cooperation Framework (PSCF); Angola, Burundi, Central African Republic, Congo, Democratic Republic of Congo, Kenya, Rwanda, South Sudan, Sudan, Tanzania, Uganda and Zambia.

RPSF focuses on three main areas as it engages in promoting economic development in the Great Lakes Member States for the realization of peace, security, stability and economic growth:

Peace and Security: The RPSF aims to enhance peaceful, democratic and inclusive societies in the Great Lakes Region through sustainable economic and social empowerment. This is premised on the fact that a disruption of the means of livelihood and economic income leads to poverty, inequality and unemployment, being some of the root causes of conflict. The RPSF aims to strengthen the private sector to create value, in order to mitigate economic factors that destabilize peace and stability.

Trade and Investment: The RPSF organizes events, other platforms to enable Private, Public Sector operators, donors, and other partners to exchange information on business opportunities and investments in the Great Lakes Region. The Forum identifies obstacles to cross border trade and investment in the region and generates dialogue to initiate practical and policy reforms to eliminate impediments to the ease of doing business in the region. The Forum keeps abreast of key regional developments in trade and investments and encourages cooperation and collaboration of the private sector to attain mutual benefit.

Economic Empowerment: The RPSF aims to optimize the economic contribution of businesses in the region because of job creation and improved livelihoods leading to ultimate alienation of poverty. The RPSF builds the capacity of businesses and provides platforms for networking and partnership to widen their investment and trade options. The Forum is also keen to support public-private partnership and dialogue to facilitate trade, access to credit facilities for SMEs in the formal and informal sector and the empowerment of women and youth.

The mission of the RPSF is to foster trade ties in the region in order to realize a robust and capacitated private sector that can drive a sustainable future for the Great Lakes Region. This is implemented through three organs namely The General Assembly, The Executive Committee and The Secretariat. The implementation of the mission is also undertaken through partnerships with United Nations Population Fund (UNFPA), Office of the Special Envoy of United Nations Secretary General for the Great Lakes, United Nations Development Programme (UNDP), UN Women and European Union (EU) among others.

UNFPA, together with UNDP, UN Women, and the Office of the Special Envoy for the Great Lakes, is jointly implementing an EU-funded Programme in support of ICGLR with the overall objective to promote ongoing peacebuilding and consolidation efforts in the African Great Lakes Region. The three overall outcomes of the project are:

- Outcome 1: The ICGLR Peace and Security Programme is strengthened.
- Outcome 2: Control of the exploitation of selected mineral resources (tungsten, tin, tantalum and gold) is enhanced.
- Outcome 3: The provisions of the Protocol on Prevention and Suppression of Sexual Violence against Women and Children are effectively applied in the Great Lakes Region.

UNFPA is responsible for activities under Outcome 1, by supporting the participation of the ICGLR Fora (multifunctional regional Women Forum, Women Forum, Civil Society Forum and Private Sector Forum) in the ICGLR consultative process. This consultancy is part of the activities planned in support of strengthening activities of the RPSF.

1.2 About Private Sector in the Great Lakes Region

The Great Lakes Region is Africa's region endowed with vast resources. The resources include minerals, forest products, rich agricultural land, savannah grasslands with wildlife and other scenic features. Additionally, the region is home to a population of 430 million people as per the 2022 estimates of Central Intelligence Agency (CIA). The large population is a potential market for various goods and services, making the private sector critical player for both intra-trade and international trade in the region. Despite the vast resources, the region is encountering perennial challenges, which include conflict, poor infrastructure development, extreme and widespread poverty, ineffective regulation of trade, corruption among others. Economic growths of the countries in the region fluctuate and unstable.

In a bid to address the common challenges, the Member States of the International Conference on the Great Lakes Region namely Angola, Burundi, Central African Republic, Congo, Democratic Republic of Congo, Kenya, Rwanda, South Sudan, Sudan, Tanzania, Uganda and Zambia established the Regional Private Sector Forum in 2015. The purpose of the Private Sector Forum was to promote the role of private sector in peace, security, stability, democracy, good governance as well as economic and social development in the region.

Since its establishment, the Private Sector Forum has made some progress including promoting dialogue between governments and private sector players, hosting several regional conferences in trade and devising ways of improving social and economic development in the region. However, since the establishment, the Private Sector Forum is yet to create significant impact in the region. Regional integration and other trade pacts are yet to be fully implemented while cases of insecurity in Eastern DRC remain a challenge to trade and other social economic activities in the region. Also, tension between member states and other trade barriers complicate the actualisation

of common markets in the region. Additionally, the dynamic needs of each member states together with global changes in social, economic and environmental aspects limits performance of the private sector in the region. It is against this backdrop in performance of PSF that a strategic plan was required.

1.3 Methodology

The consultant utilised both primary and secondary data collection approaches. This mixed method involved the following:

1. Desk review of relevant literature including documentation from ICGLR-PSF Secretariat, Consultant's databases and benchmarked institutions. This was done to understand the situation of the institution in terms of performance, challenges and existing gaps.
2. Self-administered questionnaires and stakeholder interviews were used for further understanding of internal strengths, weaknesses, opportunities and threats.
3. Continuous consultations with Key Informants from the ICGLR-PSF Secretariat and selected stakeholders were also undertaken in a bid to refine the strategic needs of the institution. Key among stakeholders engaged included:
 - a) Chairperson of PSF
 - b) Members of the Executive Committee of PSF
 - c) Interim members of the Secretariat
 - d) Representative of UNFPA
 - e) Representative of the Office of the Special Envoy for the Great Lakes
 - f) Director, Economic Development and Regional Integration

1.4 Structure of the Strategic Plan

This Strategic Plan 2023-2027 is structured as follows:

Section 1: **Background**, which elucidates the need for the Strategic Plan;

Section 2: **Needs Assessment**, which provides in detail the strategic gaps of PSF;

Section 3: **Strategic Model**, which describes the statements of intent;

Section 4: **Implementation Framework** describing the objectives with corresponding activities, targets, responsible persons and budget.

Section 5: **Financial Plan**; describing estimated cost for implementing the activities

Section 6: **Monitoring and Evaluation Framework** describing a guide for monitoring and evaluating the strategic plan.

2. NEEDS ASSESSMENT

2.1 Introduction

Analysis of ICGLR PSF governance structures including the Accord was done. In addition, analysis of the operations and processes was done to identify challenges that required strategic approaches. Significantly, ICGLR PSF's strengths, challenges, opportunities and threats were identified. Also, external analysis of ICGLR PSF was done where political, economic, social, technological, ecological and legal factors were identified. Stakeholder's obligations and expectations were identified just as risks. In obtaining best practices to be applied to ICGLR PSF, benchmarking analysis was done.

2.2 Findings

The following summarised findings were noted:

2.2.1 Strengths of Private Sector Forum

The PSF has the following strengths:

1. A strong and robust private sector in the GLR, led by chambers of commerce;
2. Great support and partnership from the OSESG, UNFPA and ICGLR;
3. Existence of an Accord that establishes the Organs of the institution.
4. Willingness of member states;
5. Potential access to Group of Friends (GOF) of the ICGLR for the provision of political, diplomatic, financial and technical support;
6. The PSF is well represented regionally through the various Chamber of Commerce;
7. The program is within the region with a good regional integration index as per Overall Performance of the RECs on the AMRII Scale.

See Table 10 in Annex 1 for details

2.2.2 Opportunities of Private Sector Forum

The PSF has the following strengths:

1. Opportunity to generate greater partnerships with other stakeholders for collaborative activities;
2. Opportunity to work closely with Chambers of Commerce to steer AfCFTA implementation in the great lakes region;
3. Opportunity to collaborate with like-minded partners to promote trade inclusion and capacity building of women and youth entrepreneurs, and in particular cross-border traders;
4. Funding opportunity under the themes of peace, security, climate change and economic empowerment through trade. All UN agencies are working under the Office of the Special Envoy to support peace and security in the GLR. As such the ICGLR and its various fora are key mechanisms for the support;
5. Expanding private sector that is critical in promoting activities of ICGLR-PSF.
6. Generally, the economic outlook in some member states of ICGLR is promising. RPSF can therefore take advantage and start building partnerships aimed at promoting the achievement of intended outcomes collectively.

See Table 10 in Annex 1 for details

2.2.3 Weaknesses of Private Sector Forum

The PSF has the following weaknesses:

1. Weak Governance
 - a. Since the establishment of PSF, the organs remain largely inactive.
 - b. Non-existent Executive Committee.
 - c. Absence of a functional Secretariat headed by Executive Director.
 - d. Head Office is yet to be determined by the General Assembly.
 - e. Absence Organisational Policy Frameworks the General Assembly, Executive Committee and Secretariat.
2. Inefficient and ineffective operations
 - a. Most core activities of ICGLR PSF in peace and security remain unexplored which limits achievement of its mandate.
 - b. There are no clear work plans covering all PSF's objectives.
 - c. Reports are not generated, shared and archived due to absence of a functional Secretariat.
 - d. Absence of a functional Website for communication.
 - e. Absence of tangible national fora activities on peace and security in member states.
 - f. Poor involvement and participation of private sector players in peace and security activities.
3. Underfunding
 - a. ICGLR PSF is currently under-funded.
 - b. Absence of financial mobilisation strategy.
 - c. A bank account is yet to be opened for receiving funds.
 - d. Financial Rules and Regulations as envisaged in the Accord are yet to be developed.
 - e. Absence of financial reports as most activities undertaken are supported directly by the sponsors and donors such as European Union.

See Table 10 in Annex 1 for details

2.2.4 Threats to Private Sector Forum

The PSF has the following threats:

1. Ongoing conflicts in some countries such as Eastern DRC, which disrupts value chains and social cohesion;
2. Lack of political commitment and good will in implementation of regional trade agreements such as the AfCFTA;
3. Funding from development and donor organisations is not guaranteed;
4. Delayed financial and technical support from development and donor organisations.
5. Economic recession resulting from pandemics (COVID-19, Ebola).
6. Global uncertainties resulting from Russia-Ukraine war.

See Table 10 in Annex 1 for details

2.2.5 Risks to Private Sector Forum

The PSF has the following high risks:

1. Operational
 - a. There are formal operations. However, the formal operations are not grounded on established operation structures, policies and procedures.
 - b. Operations are not effectively planned, implemented and evaluated.
2. Strategic
 - a. Absence of Strategic Plan on core functions of the Forum.
 - b. Absence of Work Plans in peace and security activities in the region.
3. Technological
 - a. Absence of a functional website.

- b. Absence of an internal communication system for private sector players and other stakeholders.
- 4. Funding and Liquidity
 - a. There is absence of a fund mobilisation strategy.
 - b. Absence of a financial management framework.
 - c. Absence of a functional bank account.
- 5. Governance
 - a. Inactive General Assembly and Executive Committee
 - b. Absence of a functional Secretariat.
 - c. Absence of Organisational Policy Frameworks.
- 6. Political
 - a. Political instability in some member states which disrupt value chains.
 - b. Poor implementation of regional peace and security protocols.

See Tables 11, 12 and 13 in Annex 1 for details

2.2.6 Status in Member States

The PSF is currently operating in a region with the following common characteristics:

1. Member states of ICGLR have some common characteristics and issues where common interventions can be applied.
2. On common aspects, all member states rely on agriculture as main driver of their respective economies. The sector employs majority of people and generates significant revenue to the GDP. Also, while mining varies in some countries, the sector contributes significantly to the economies except in DRC where the activities remain informal and contribute to conflict. The service and finance sectors vary with countries and there is potential growth.
3. On common issues, the member states are yet to exploit their potential in cross-border trade. There exists trade barriers that are yet to be cleared. Additionally, most member states have unstable political regimes which largely impact on policy changes that are not favourable to trade, peace and security.
4. The strengths and challenges in each member state presents an opportunity to ICGLR PSF to devise ways of promoting economic development, trade, political stability, peace and security. This can be done through private sector engagement.

See Tables 15 in Annex 1 for details

2.2.7 Contribution of Private Sector to Regional Peace and Security

Private Sector remains one of the cardinal players in Peace and Security in the Great Lakes Region. This is demonstrated as follows:

1. Averagely, the private sector contributes to more than 80% of government revenue in low and middle-income countries.¹ The revenue from private sector is generated in form of corporate taxes, resource rents, income taxes from employees among others. The income is used to support peace and security initiatives such as building infrastructure for social and economic transformation, hiring of security officers among others.
2. Private sector generates more than 90% of both formal and informal employment opportunities in developing countries.² This reduces cases of insecurity rising of idleness.

¹ United Nations Economic Commission for Africa, “Economic Report on Africa: Innovative Finance for Private Sector Development in Africa,” UNECA, 2020

² African Development Bank, “African Development Report 2011: Private Sector Development as an Engine of Africa’s Economic Development. Tunis, Tunisia: AfDB, 2011

3. The private sector cuts across all sectors of an economy. The role of private sector in linking businesses across borders, voicing for business friendly tariffs, customs and suitable business environment promotes regional peace and security.
4. Private sector in Africa is organised in form of alliances, sector and value chain specific associations at local, national and regional levels. The existence of Chamber of Commerce in each country demonstrates the extent to which private sector is organised. The sole purpose of private sector groups is partly to:
 - a. Participate in peace negotiations, dialogue and reconstruction in conflict zones.
 - b. Participate in peace and security activities affecting different value chains such as re-integration of combatants in mining areas.
 - c. Participate in round-table discussions with political class and other players in promoting peaceful and secure business environment.
 - d. Lobbying, advocacy and capacity building for members for business friendly policies that support peaceful and secure trade infrastructure and operations.
 - e. Establish business networks in which they link members to business opportunities across borders thereby promoting cohesion in the region.

Despite the roles and benefits of the private sector in peace and security, private sector is yet to be involved effectively. This has been attributed to several challenges including weak private sector institutional structures, poor linkages with governments and other stakeholders as well as poor funding.

2.2.8 Cross-border issues affecting Regional Peace and Security

African Union Commission³ reports that the continent's recovery is jeopardised by the conflict between Russia and Ukraine. Surging oil and food prices, especially grains, are straining the external and fiscal balances of commodity-importing countries and have increased food security concerns in the region. Food security will therefore be a huge challenge for the continent in the coming months.

Existing global challenges compounded by Africa's perennial challenges such as climate change, coups, insurgency, intra-state conflicts etc. Additionally, Covid-19 pandemic still ravages with unprecedented impacts. Further, the United States monetary policy further posing financial risks in the continent. Also, Brexit and adjustments in the European trade and economic partnerships contributes to uncertainties in the continent.

African Union timeframe of 2020 for silencing the guns was missed, with hot spots in Libya, the Sahel, Democratic Republic of Congo, Ethiopia, Sudan, Somalia, and Mozambique. However, while African presidents in February 2021 extended the timeframe to 2030, the issues pose serious threats to peace and security in the region. Thus, the cross-border issues require ICGLR PSF to be fit for its purpose. This calls for intensive and expansive collaboration, lobbying and advocacy on matters security, peace and climate change among others.

³ African Union Commission, "African Integration Report 2022: The Status of Regional Integration in Africa," Policy Brief, June 20, 2022

2.3 Summary of Strategic Issues

The Needs Assessment reveals the following major strategic issues:

1. Weak Governance
 - a. Since establishment, the main organs of PSF remain largely inactive. Full operationalisation is yet to take place.
 - b. Sub-committees for the Executive Committee are yet to be established.
 - c. Key strategic documents such as Board Charter and Committee Guidelines, policies and operation guidelines are yet to be developed.
 - d. The Head Office is yet to be determined by the General Assembly.
 - e. Internal stakeholders with high level of influence are yet to take up their full obligations to the organisation.
 - f. The external stakeholders with high level influence are yet to scale up technical and financial support to the organisation.
 - g. With no functional Secretariat and inactive Executive Committee, the organisation faces high operational risks, governance and strategic risks. The gaps further result into high reputational and financial risks.
2. Ineffective and inefficient Operations
 - a. Caretaker members of the Secretariat together with a few partners are overwhelmed in planning for various activities of ICGLR PSF. This is not full time job of the members and therefore there is risk of accountability.
 - b. Absence of clear work plan on peace and security activities.
 - c. Reports are not generated, shared and archived due to limitations in functions of the Secretariat.
3. Inadequate Funding
 - a. There is absence of Financial Rules and Regulations;
 - b. ICGLR PSF is currently under-funded;
 - c. Absence of a financial mobilisation strategy;
 - d. Lack of bank account
4. Stakeholder participation threats
 - a. Poor participation of key stakeholders especially national fora members or Chamber of Commerce in member states due to low level of awareness about ICGLR PSF.
 - b. ICGLR PSF has strong and robust private sector in the GLR led by chambers of commerce. However, inactive organs and inadequate funding limit the performance of the institution.
 - c. Additionally, the institution is faced with threats of ongoing conflicts in some member states and unwillingness by some member states to implement regional protocols on peace and security.

2.4 Summary of Possible Strategic Interventions:

The following recommendations were highly considered for the improvement of the organisation:

1. Strengthening of the PSF Governance Structure by:
 - a. Enforcing the implementation of the roles of the General Assembly, Executive and Secretariat;
 - b. Developing policy frameworks for the General Assembly, Executive Committee and Secretariat.
2. Improving operations of the PSF by:
 - a. Recruitment of staff to support the delivery of PSF mandate;
 - b. Establishing a permanent office for the Secretariat;
 - c. Holding regional conferences to identify common challenges and opportunities in peace and security;
3. Fundraising and resource mobilisation by:
 - a. Developing and implementing a responsive fund raising strategy;
 - b. Setting aside a budget to support the day to day running of the secretariat.
 - c. Opening a bank account for the PSF.
4. Improving stakeholder participation by:
 - a. Increasing awareness about ICGLR PSF among private sector players in the region.
 - b. Promoting partnership and dialogue among member states and between member states and private sector organisations on peace and security;
 - c. Augment relationship with National Private Sector fora in member states.
 - d. Involvement of development partners in PSF peace and security activities.

STRATEGIC MODEL

3.1 Introduction

In view of the Needs Assessment of PSF, a Strategic Model of 5 years was developed. The Strategic Model defines the Vision, Mission and Core Values of PSF as supreme statements of intent that would make the organisation relevant, impactful and sustainable. The Strategic Model also articulates the Strategic Objectives and initiatives of PSF to be implemented in the next 5 years.

3.2 Strategic Statements and Values

The following are strategic statements of PSF:

3.2.1 Vision

The Vision of PSF is:

A secure, peaceful and stable Great Lakes Region.

3.2.2 Mission

To facilitate Private Sector involvement in efforts for peace, security, stability, good governance and democracy for social and economic transformation of Great Lakes Region.

3.2.3 Core Values

The following core values of PSF:

1. **Peace**, we believe in societies without violence and conflict.
2. **Security**, we support protection of life, property and livelihoods.
3. **Good governance**, we use our institutions to meet needs of societies.
4. **Democracy**, we promote social and economic liberties.
5. **Partnerships**, we believe in strong regional integration.

3.3 Strategic Pillars and Objectives

The ICGLR PSF identified four strategic themes that will form the pillars of this strategic plan for the next five years. The themes and corresponding drivers are summarized in the table below:

Table 1: Strategic Themes and Drivers

No.	Theme	Drivers
1	<p>Good Governance: Since inception, the General Assembly, Executive Committee and Secretariat have performed below expectation largely due to absence of governance frameworks such as Board Charter, Policies, and Regulations among others. The organs are yet to be operational. It is against the weaknesses in governance that focus will be on strengthening the organs to perform in the strategic planning period.</p>	<p>The key strategic drivers for good governance include:</p> <ul style="list-style-type: none"> - Policies - Regulations - Standard Operating Procedures - Functional structures
2	<p>Operational Efficiency: The purpose and impact of PSF is yet to be felt in member states. This has largely been attributed to several factors including poor visibility of the institution, low engagement with governments and other private sector players among others. To turn around the institution, there is need for clearly defined</p>	<p>The following are key strategic drivers for the operational efficiency:</p> <ul style="list-style-type: none"> - Permanent physical location for operation - Recruitment of permanent and qualified staff - Continuous awareness about PSF - Partnerships - Dialogue

	programmes with large outreach in member states, multisector engagements and cross cutting activities in trade, peace and security.	- Policy reforms
3	<p>Resource Mobilisation: Inadequate funding of the PSF is one of the major challenges of the organisation. This is largely attributed to absence of a fully functional secretariat, absence of Financial Management Regulations and bank account. In the period of this Strategic Plan, there is need for development and implementation of financial structures as well as human development activities.</p>	The following are key strategic drivers for fund mobilisation and human capacity development: <ul style="list-style-type: none"> - Financial policies and regulations - Functional bank account - Funding proposals - Stable cash flows - Recruitment - Training
4	<p>Stakeholder Participation: Role of the stakeholders in regional peace and security activities is critical. With diversity in stakeholders, there is need for identification and involvement of all key stakeholders.</p>	The following are key strategic drivers for stakeholder participation: <ul style="list-style-type: none"> - Continuous stakeholder mapping and recruitment; - Creation of stakeholder engagement platforms; - Continuous involvement of stakeholders in security and peace activities.

4. IMPLEMENTATION

The following is the implementation Framework of this Strategic Plan.

4.1 Strategic Objectives

The strategic objectives that PSF will pursue for the next planning period are summarized in the strategy house below. The strategy house demonstrates the relationship between the strategic themes and the objectives derived from the strategic drivers.

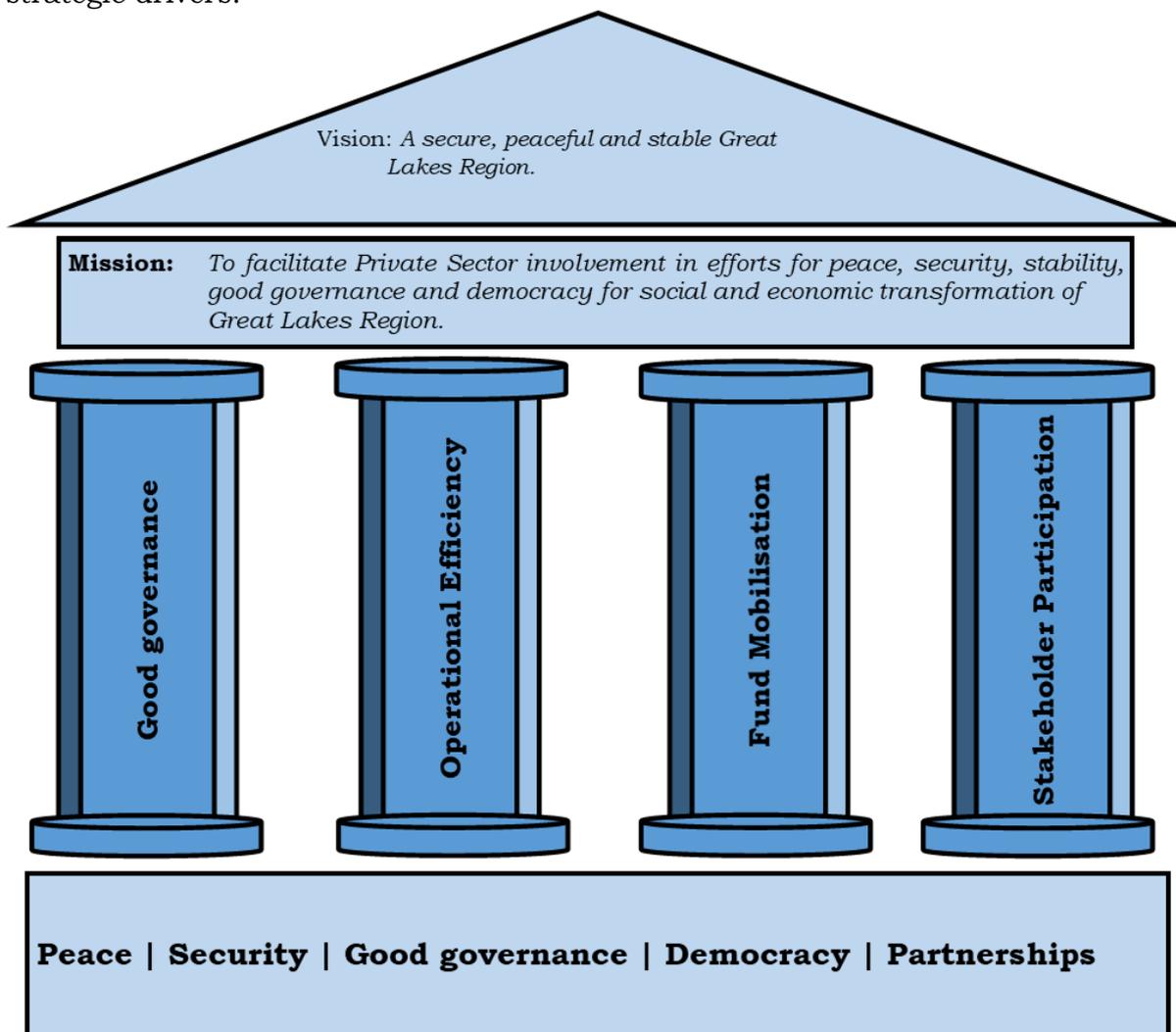


Figure 1: Strategy House

Under each strategic pillar, several objectives that PSF will seek to achieve have also been identified. The goals under each pillar include:

Table 2: Strategic Goals

No.	Pillar	Goal
1.	Good governance	Strengthen governance of PSF.
2.	Operational efficiency	Improve operational efficiency of PSF.
3.	Fund mobilisation	Increase available financial resources for PSF operations.
4.	Stakeholder participation	Greater awareness and participation of all stakeholders in mandate and activities of PSF at local, national and regional levels.

4.2 Strategy Map

The strategy map of PSF demonstrates the following objectives derived from the strategic pillar, goals and drivers:

Table 3: Strategy Map

Pillar	Goal	Drivers	Strategic objectives
Good Governance	Strengthen governance of PSF.	Functional structures	1.1 To develop sub-committees for the Executive Committee and functional departments of the Secretariat.
		Policies, regulations and procedures	1.2 To develop relevant policies for the General Assembly, Executive Committee and Secretariat.
Operational Efficiency	Improve operational efficiency of PSF.	Permanent physical location	2.1 To identify and acquire an office for the Secretariat.
		Permanent and qualified staff	2.2 To recruit permanent and qualified staff for the Secretariat.
		Continuous awareness about PSF	2.3 To continuously create awareness and sensitization of PSF's mandate and purpose at national and regional levels.
		Partnerships	2.4 To support partnership between governments and private sector in high impact projects on peace and security..
		Dialogue	2.5 To hold regular events for Public-Private Dialogue (PPD).
			2.6 To identify and share Public-Private-Partnership opportunities for member states.
		Policy reforms	2.7 To develop and implement a policy reform mechanism.
Fund mobilisation	Increase available funds for PSF operations.	Functional bank account	3.1 To open a bank account.
		Fund raising proposals	3.2 To develop fund raising proposals.
		Stable cash flows	3.3 To improve collection of financial contributions.
			3.4 To develop subscription packages for development partners.
		Stakeholder recruitment	3.5 To continuously identify and on-board stakeholders.
Stakeholder Participation	Greater awareness and participation of all stakeholders in mandate and activities of PSF.	Creation of stakeholder engagement platforms.	4.1 To introduce and implement a platform for informing private sector operators and other stakeholders ICGLR PSF.
		Member outreach	4.2 To continuously undertake outreach activities in member states
		Membership development	4.3 To support capacity development of National Fora private sector players in peace and security activities at local, national and regional levels.
		Business advocacy	4.4 To support business policy advocacy in trade, peace and security at all levels of decision making in Great Lakes Region.

4.3 Critical Success Factors

For strategy implementation to be successful, a set of critical success factors have been identified. These factors, if not addressed, may affect the implementation of the strategy negatively.

Table 4: Critical Success Factors

Factor	Implication	Strategic Actions
Governance Factor: <i>Strong Secretariat and Supportive Exec. Committee, Staff, National fora, and Member states</i>	<p>The capacity of the Management to establish and maintain strong governance structures to sustain the vision of the Forum is a critical success factor. The support of the General Assembly, Executive Committee Staff, and Members is critical towards this goal.</p>	<p>The establishment and operationalisation of a strong governance entity to support the operations and implementation of the Accord and decisions. Strong systems and structures will be established in the process.</p>
Compatibility Factor: Shared Vision and national and regional levels	<p>To be successful in the region, the Member states need to hold a shared set of values about the cause they are championing and about ways of working together. These values will influence the way the parties approach the Forum and how they work together.</p> <p>It is critical for Member states to share similar values, culture, and organizational footprint among other fundamental values. It is extremely important because it brings a level of understanding and acceptance. This will ensure collective implementation of strategic decisions on trade, investments, peace and security are undertaken with the support of each member state.</p>	<p>Member states will be engaged in the implementation of the strategy through respective Chambers of Commerce. Additionally, there will be continuous awareness and sensitization of PSF's mandate and purpose at national and regional levels</p>
Complementary Factor	<p>Changes at local, regional and global level will require multi-sectoral approach. Internal capacity at the Secretariat may be inadequate hence the need for external technical support.</p>	<p>The Forum will seek technical support from consultants and other organisations engaged in trade, investment, peace and security in Great Lakes Region and beyond.</p>
Communication Factor	<p>Engaging stakeholders spread across member states will be a challenge. Information exchange becomes the key strategic driver for the Forum. It is important that all stakeholders are brought up to speed with any new developments on projects, business opportunities, trade conferences and policy changes among others. It will take convincing of the mind, heart and hand of need to act in that sequence.</p>	<p>An elaborate communication strategy, which will identify the various audiences, objectives, key messages and the appropriate message delivery channels, will be put in place. A top-down approach in communicating the strategic plan through National Fora or Chamber of Commerce in member states will be adopted to help ensure success in execution of the strategies.</p>
Value Factor	<p>The Forum must offer value for each stakeholders, and most importantly, to business communities. The aforementioned critical success factors will matter only if the Forum</p>	<p>PSF is expected to champion for peace and security as an enabler to cross-border trade in the Great Lakes Region. Facilitation of peace and</p>

Factor	Implication	Strategic Actions
	offers something that adds value and that stakeholders are willing to adopt and work with.	security will therefore open business opportunities.
Performance Factor: Performance Management Systems and Effective Monitoring and Evaluation Systems	Clear and articulate performance management is critical in measuring impact and promotes learning and growth. Articulate systems for management of performance will underpin the success of implementation. Performance must be tracked, measured and evaluated so that deviations can be corrected where necessary.	PSF will develop and deploy a performance management system to guide the General Assembly, Executive Committee and Secretariat in carrying out their duties.
Resource Factor: Financial, Human Resources	Human and financial capital is critical in sustaining any institution. In addition to all the factors, there must be people and financial resources to execute the mandate of the Forum.	The capacity of PSF to prudently utilize finances and recruit qualified human capital for manning the Secretariat will be strengthened.

4.4 Implementation Plan

Several strategic initiatives have been identified for the implementation of the objectives. Under each initiative, corresponding activities, responsible persons and budgets have been identified as follows:

Table 5: Implementation Plan

Objectives	Measure	Target	Initiatives	Responsible Person	Timeframe
1.0 Good Governance: Strengthen governance of PSF.					
1.1 To develop sub-committees for the Executive Committee and functional departments of the Secretariat.	Number of committees and structures developed.	At least 3 Sub-Committees for the Executive Committee; At least 3 outreach structures in member states for the Secretariat; and at least 3 departments for the Secretariat. See Annex 2 for details.	<ul style="list-style-type: none"> - Hire an organisational development consultant to undertake the exercise; - Approval of the governance structure by the General Assembly. 	Chairperson of the General Assembly	Year 1
1.2 To develop relevant policies for the General Assembly, Executive Committee and Secretariat.	Number of policies	At least one policy manual for General Assembly, Executive Committee and Secretariat including Financial Management Policy.	<ul style="list-style-type: none"> - Hire an organisational development consultant to undertake the exercise; - Approval of the policies by the General Assembly. 	Chairperson of the General Assembly	Year 1

2.0 Operations: Improve Operational Efficiency of PSF.					
Objectives	Measure	Target	Initiatives	Responsible Person	Timeframe
2.1 To identify, acquire and equip an office for the Secretariat.	Size of office space	At least 400 square metres	<ul style="list-style-type: none"> - Determination of location by the General Assembly - Signing of Host Government Agreement - Equipping the office 	Chairperson of the General Assembly	Year 1

2.2 To recruit permanent and qualified staff for the Secretariat.	Number of staff members recruited	At least Executive Director, Accountant, Programme Manager and receptionist	<ul style="list-style-type: none"> - Advertisement - Interviews - Placement - Orientation and induction 	Chairperson of the General Assembly	Year 1
2.3 To continuously create awareness and sensitization of PSF's mandate and purpose at national and regional levels.	Number of stakeholders	Number of stakeholders reached in every quarter	<ul style="list-style-type: none"> - Use of conferences - Use of website - Use of pamphlets - Use of targeted emails - Targeted meetings 	Chairperson of the General Assembly; Executive Director	Year 1 Year 2 Year 3 Year 4 Year 5
2.4 To support partnership between governments and private sector in high impact projects on peace and security.	Number of projects	At least 10 multidimensional projects in each member state.	<ul style="list-style-type: none"> - Support National Fora members attend meetings; - Mobilise private sector operators from other member states to invest in such projects. 	Executive Director	Year 1 Year 2 Year 3 Year 4 Year 5
2.5 To hold regular events for Public-Private Dialogue (PPD).	Number of events	Biannual	<ul style="list-style-type: none"> - Preparation of the event by bringing together Associations, industry leaders with high level policy makers, Ministers and Heads of States to engage on issues of private sector interest including peace and security. - Facilitation of the event - Reporting 	Chairperson of the General Assembly; Executive Director	Year 1 Year 2 Year 3 Year 4 Year 5
2.6 To identify and share Public-Private-Partnership opportunities for private sector players in member states.	Number of opportunities	At least one major for each member state annually	<ul style="list-style-type: none"> - Identification of suitable PPP opportunity; - Facilitation and technical support 	Executive Director	Year 1 Year 2 Year 3 Year 4 Year 5
2.7 To develop and implement a policy reform mechanism.	Number of policy reforms	Whenever necessary	<ul style="list-style-type: none"> - Needs assessment - Review of policies - Adoption of policies by General Assembly 	Chairperson of the General Assembly	Year 3 Year 4 Year 5

3.0 Fund Mobilisation: Increase available funds for PSF operations.					
Objectives	Measure	Target	- Initiatives	Responsible Person	Timeframe
3.1 To open a bank account.	Existing bank account	At least one account for each leading global currencies	<ul style="list-style-type: none"> - Identification of signatories - Application for account opening 	Chairperson of the General Assembly	Year 1
3.2 To develop fund raising proposals.	Number of funding proposals	At least 5 successful proposals in every quarter worth \$25,000	<ul style="list-style-type: none"> - Scouting for funding opportunities - Direct solicitation of funding opportunities 	Executive Director	Year 1
3.3 To improve collection of financial contributions.	Amount of funds	100% collection from member states	<ul style="list-style-type: none"> - Direct engagement with relevant Ministry officials - Involvement of the chairpersons and CEOs of the Chamber of Commerce 	Chairperson of the General Assembly; Executive Director	Year 1 Year 2 Year 3 Year 4 Year 5
		At least 70% by year 5 from Private Sector players.	<ul style="list-style-type: none"> - Direct engagement with CEOs of the Chamber of Commerce in member states. 	Chairperson of the General Assembly; Executive Director	Year 1 Year 2 Year 3 Year 4 Year 5
3.4 To develop subscription packages for development partners.	Amount of funds	At least 4 packages i.e. Platinum; Gold; Silver and Bronze	<ul style="list-style-type: none"> - Mapping of development partners and private sector operators to determine amount they can contribute; - Categorise the partners based on amount they can contribute 	Executive Director	Year 2
3.5 To continuously identify and on-board stakeholders.	Number of stakeholders	At least 5 strategic stakeholders annually	<ul style="list-style-type: none"> - Consultations - Sending invitations - Signing of MoUs 	Chairperson of the General Assembly; Executive Director	Year 2 Year 3 Year 4 Year 5

4.0 Stakeholder Participation: Greater awareness and participation of all stakeholders in mandate and activities of PSF					
Objectives	Measure	Target	- Initiatives	Responsible Person	Timeframe
4.1 Introduce and implement a platform for exchange of information for private sector operators and other stakeholders about ICGLR PSF.	Functional communication platform	At least a website, Social Media and ERP	<ul style="list-style-type: none"> - Develop a communication platform including Website and ERP. - Continuously identify content for communication - Support networking for national fora members in peace and security in respective member states. - Conveying the private sector's concerns and issues in major policy areas related to peace and security. 	Executive Director	Year 2 Year 3 Year 4 Year 5
	Functional Security Early Warning System	Security early warning system	- Development of security early warning system for member states	Executive Director	Year 3
	Functional Security Crisis Response System	Security crisis response system	- Development of security crisis response system for member states	Executive Director	Year 3
4.2 To continuously undertake outreach activities in member states	Number of outreach activities	At least 2 major regional meetings/workshops/seminars annually	- Regional meetings, workshops and seminars	Chairperson of the General Assembly	Year 1 Year 2 Year 3 Year 4 Year 5
		At least one member state visit annually in form of meetings, workshops or seminars with national private sector players	- Member state visits (meetings, workshops and seminars with national private sector players)	Executive Director	Year 2 Year 3 Year 4 Year 5

		At least 3 key national private sector activities in member states	- Participation of Executive Director in key national private sector activities for key note speeches etc	Executive Director	Year 2 Year 3 Year 4 Year 5
		At least one each member state coordinated by a 5 committee member.	- Establish a program of technical experts in member states as a business outreach scheme on addressing peace and security challenges in doing business.	Executive Director	Year 4
4.3 To support capacity development of National Fora private sector players in peace and security activities at local, national and regional levels.	Number of stakeholders trained.	At least new 20 members annually	- Training of members in policy development and advocacy	Executive Director	Year 2 Year 3 Year 4 Year 5
	Number of National Fora members participating in in the formulation and implementation of national and regional peace and security policies and negotiations	At least 5 members annually	- Inclusion of members in the formulation and implementation of national and regional peace and security policies and negotiations	Chairperson of the General Assembly	Year 3 Year 4 Year 5
		At least a special seat for National Fora in National Security Programmes in member states.	- Advocate for membership of National Fora members in National Security Programmes in member states.	Chairperson of the General Assembly	Year 3 Year 4 Year 5
	Number of Trade Missions in member states recovering from conflict	At least one Trade Mission in each member state recovering from conflict	- Promotion of Trade Missions in member states recovering from conflict	Chairperson of the General Assembly	Year 3 Year 4 Year 5

5. FINANCIAL PLAN

5.1 Itemised Budget

The cost of implementation for each theme is summarized as follows:

Table 6: Itemised Budget

Theme	Initiatives	Timeframe	Budget	Notes
1.0 Good Governance				
1.1 To develop sub-committees for the Executive Committee and functional departments of the Secretariat.	- Hire an organisational development consultant to undertake the exercise.	Year 1	\$10,000	A consultant working for about 20 days at a daily rate of \$391 and travel costs.
1.2 To develop relevant policies for the General Assembly, Executive Committee and Secretariat.	- Approval of the policies by the General Assembly including Financial Management Policy.	Year 1	\$ 130,000	Cost of holding a physical General Assembly for about 2 days
2.0 Operational Efficiency				
2.1 To identify, acquire and equip an office for the Secretariat.	- Determination of location by the General Assembly - Signing of Host Government Agreement - Equipping the office.	Year 1	\$ 85,000	Cost of identifying location, rent and equipping the office (partitioning, furniture, internet, computer and related installations.
2.2 To recruit permanent and qualified staff for the Secretariat.	- Advertisement - Interviews - Placement - Orientation and induction	Year 2	\$ 40,000	Cost of hiring a consultant for about 20 days.
			\$ 1,600,000	Cost of salaries for 5 years
2.3 To continuously create awareness and sensitization of PSF's mandate and purpose at national and regional levels.	- Use of conferences - Use of website - Use of pamphlets - Use of targeted emails - Targeted meetings	Year 1 Year 2 Year 3 Year 4 Year 5	\$ 40,000 \$ 40,000 \$ 40,000 \$ 40,000	Cost of communicating to stakeholders in the region annually.
2.4 To support partnership between governments and private sector in high impact projects on peace and security.	- Support National Fora members attend meetings; - Mobilise private sector operators in the region to invest in such projects.	Year 2	\$ 50,000	Cost of attending meetings and identification of investors.
		Year 3	\$ 50,000	
		Year 4	\$ 50,000	
		Year 5	\$ 50,000	

Theme	Initiatives	Timeframe	Budget	Notes
2.5 To hold regular events for Public-Private Dialogue (PPD).	<ul style="list-style-type: none"> - Preparation of the biannual event - Facilitation of the biannual event - Reporting 	Year 1 Year 2 Year 3 Year 4 Year 5	\$1,000,000	At least \$100,000 per event. 10 events to be held in 5 years.
2.6 To identify and share Public-Private-Partnership opportunities for private sector players in member states.	<ul style="list-style-type: none"> - Identification of suitable PPP opportunity; - Facilitation and technical support 	Year 2 Year 3 Year 4 Year 5		Cost consolidated under item 2.4
2.7 To develop and implement a policy reform mechanism.	<ul style="list-style-type: none"> - Needs assessment - Review of policies 	Year 3	\$ 10,000	A consultant working for about 20 days at a daily rate of \$391 and travel costs.
	<ul style="list-style-type: none"> - Adoption of policies by General Assembly 	Year 3		Cost consolidated with item 1.2 on annual meetings of the General Assembly.
3.0 Fund mobilisation				
3.1 To open a bank account.	<ul style="list-style-type: none"> - Identification of signatories - Application for account opening 	Year 1	\$ 5,000	Consolidated under Administrative cost
3.2 To develop fund raising proposals.	<ul style="list-style-type: none"> - Scouting for funding opportunities - Direct solicitation of funding opportunities 	Year 2 Year 2 Year 3 Year 4 Year 5		Consolidated under salary cost in item 2.2
3.3 To improve collection of financial contributions.	<ul style="list-style-type: none"> - Direct engagement with relevant Ministry officials - Involvement of the chairpersons and CEOs of the Chamber of Commerce 	Year 1 Year 2 Year 3 Year 4 Year 5		Consolidated under administrative costs
3.4 To develop subscription packages for development partners.	<ul style="list-style-type: none"> - Mapping of development partners and private sector operators to determine amount they can contribute; - Categorise the partners based on amount they can contribute; 	Year 1 Year 2 Year 3 Year 4 Year 5		Consolidated under administrative costs
3.5 To continuously identify and on-board stakeholders.	<ul style="list-style-type: none"> - Consultations - Sending invitations 	Year 2 Year 3		Consolidated under administrative costs

Theme	Initiatives	Timeframe	Budget	Notes
	- Signing of MoUs	Year 4 Year 5		
4.0 Stakeholder Participation				
4.1 Introduce and implement a platform for exchange of information for private sector operators and other stakeholders about ICGLR PSF.	- Develop a communication platform including Website and ERP.	Year 2 Year 3 Year 4 Year 5		
	- Continuously identify content for communication			
	- Support networking for national fora members in peace and security in respective member states.			
	- Conveying the private sector's concerns and issues in major policy areas related to peace and security.			
	- Development of security early warning system for member states	Year 3		
	- Development of security crisis response system for member states	Year 3		
4.2 To continuously undertake outreach activities in member states.	- Regional meetings, workshops and seminars	Year 1 Year 2 Year 3 Year 4 Year 5		
	- Member state visits (meetings, workshops and seminars with national private sector players)	Year 2 Year 3 Year 4 Year 5		
	- Participation of Executive Director in key national private sector activities for key note speeches etc	Year 2 Year 3 Year 4 Year 5		
	- Establish a program of technical experts in member states as a business outreach scheme on addressing peace and security challenges in doing business.	Year 4		

Theme	Initiatives	Timeframe	Budget	Notes
4.3 To support capacity development of National Fora private sector players in peace and security activities at local, national and regional levels.	- Training of members in policy development and advocacy	Year 2 Year 3 Year 4 Year 5		
	- Inclusion of members in the formulation and implementation of national and regional peace and security policies and negotiations	Year 3 Year 4 Year 5		
	- Advocate for membership of National Fora members in National Security Programmes in member states.	Year 3 Year 4 Year 5		
	- Promotion of Trade Missions in member states recovering from conflict	Year 3 Year 4 Year 5		
Total		\$ 3,505,000		

5.2 Financing Arrangements

This Strategic Plan will be financed as follows:

Source	Percentage	Estimated amount
1. Contribution from member states	50%	\$1,752,500
2. Contribution from private sector operators	30%	\$1,051,500
3. Cash or in-kind donations from development partners	20%	\$701,000
Total	100%	\$3,505,000

6. MONITORING AND EVALUATION

6.1 Monitoring and Evaluation Framework

The following M&E framework will be adopted in order to ensure successful implementation of the strategic plan:

1. Establish M&E structures including allocating M&E duties to the Policy and Advocacy Sub-Committee to champion implementation of the strategic plan.
2. The M&E report will be tabled at regular meetings of the Executive Committee (preferably quarterly), to review the status of the strategic plan implementation. In addition, areas requiring change of strategy should be identified and recommended action presented for approval to the General Assembly.
3. Annual Work plans will be developed to guide the annual implementation of the strategic plan. The work plan will highlight the annual targets set and resources required to meet them as the basis for PSF budgeting.
4. The strategic plan will be reviewed annually so as to ensure that it remains dynamic and necessary changes will be made in the objectives, strategy, activities as informed by new information regarding the sector or the changes in global, regional and local operating environments.

The M&E Framework will be a results-based framework in spreadsheet format that is good for periodical monitoring of results at the different levels. At the initial stages of implementation of this strategic plan, baseline values shall be determined for all activities and targets confirmed of expected results. A detailed monitoring and evaluation plan for the strategic plan shall then be developed to guide the implementation process.

6.2 Monitoring

This will involve monitoring the implementation of the planned activities and evaluating their impacts on the desired goals. The monitoring activities will result in identification of any gaps or deficiencies, which will then be addressed by the General Assembly. To ensure effective participation in plan implementation, there will be need to:

1. Establish standard formats for data collection and reporting;
2. Clearly spell out the documents to be prepared, periods covered, and details of information to be provided;
3. Implement a performance management system making every officer to be accountable to the use of resources and attainment of set objectives; and
4. Cost-effectively use available resources to ensure smooth implementation of the strategic plan.

6.3 Evaluation

The purpose of evaluation is to measure the actual performance against target levels and establishing the size of variance, causal factors for the variance and recommending appropriate remedial measures, including a review of the objectives and/or strategies. The evaluation plan will help determine objectively the relevance, effectiveness and efficiency of the activities proposed in the strategic plan. The final evaluation at the end of the strategic phase will assess the achievement of the activities of the plan, identify, and document cumulative success or failure. The final evaluation will be undertaken at the end of the plan period.

6.4 Monitoring and Evaluation Matrix

Objectives	Indicator	Target	Frequency	Outcomes	Responsible Person	Reporting
Governance: Strengthen governance of PSF.						
1.1 To develop sub-committees for the Executive Committee and functional departments of the Secretariat.	Number of committees and structures developed.	At least 3 Sub-Committees for the Executive Committee; At least 3 outreach structures in member states for the Secretariat; and at least 3 departments for the Secretariat.	- Once	- Improved operations of the Executive Committee and functional departments of the Secretariat.	Chairperson of the General Assembly	General Assembly
1.2 To develop relevant policies for the General Assembly, Executive Committee and Secretariat.	Number of policies	At least one policy manual for General Assembly, Executive Committee and Secretariat.	- Once	- Improved relevance and efficiency of the General Assembly, Executive Committee and Secretariat.	Chairperson of the General Assembly	General Assembly
Operations: Improve operational efficiency of PSF.						
2.1 To identify, acquire and equip an office for the Secretariat.	Size of office space	At least 400 square metres	- Once	- Improved relevance and efficiency of the Secretariat.	Chairperson of the General Assembly	General Assembly
2.2 To recruit permanent and qualified staff for the Secretariat.	Number of staff members recruited	At least Executive Director, Accountant, Programme Manager and receptionist	- Once	- Improved relevance and efficiency of the General Assembly, Executive Committee and Secretariat.	Chairperson of the General Assembly	General Assembly

Objectives	Indicator	Target	Frequency	Outcomes	Responsible Person	Reporting
2.3 Introduce a platform for informing private sector operators and other stakeholders on the ICGLR process, relevant projects and exchange of business opportunities.	Functional communication platform	At least a website and ERP	<ul style="list-style-type: none"> - Development done once - Exchange of information done continuously 	<ul style="list-style-type: none"> - Improved exchange of information - Informed stakeholders 	Executive Director	Executive Committee
2.4 To identify projects for governments and private sector partnership in peace, climate change and security.	Number of projects	At least 1 multidimensional project in each member state.	<ul style="list-style-type: none"> - Annually 	<ul style="list-style-type: none"> - Improved partnerships in peace, climate change and security. 	Executive Director	General Assembly
2.5 To hold regular events for Public-Private Dialogue (PPD).	Number of events	At least one in every six months	<ul style="list-style-type: none"> - Biannually 	<ul style="list-style-type: none"> - Increased Public-Private Dialogue (PPD). 	Chairperson of the General Assembly; Executive Director	General Assembly
2.6 To identify and share Public-Private-Partnership opportunities for private sector players in member states.	Number of opportunities	At least one major for each member state annually	<ul style="list-style-type: none"> - Continuous 	<ul style="list-style-type: none"> - Increased Public-Private-Partnership opportunities 	Executive Director	General Assembly

Objectives	Indicator	Target	Frequency	Outcomes	Responsible Person	Reporting
2.7 To develop and implement a policy reform mechanism.	Number of policy reforms	Whenever necessary	- Whenever necessary	- Responsive policies	Chairperson of the General Assembly;	General Assembly
Fund Mobilisation: Increase available funds for PSF operations.						
3.1 To open a bank account.	Existing bank account	At least one account for each leading global currencies	- Once	- Improved financial mobilisation and financial accountability	Chairperson of the General Assembly;	General Assembly
3.2 To develop funding proposals.	Number of funding proposals	At least 5 successful proposals in every quarter worth \$25,000	- Continuous	- Improved availability of financial resources	Executive Director	General Assembly
3.3 To improve collection of financial contributions.	Amount of funds	100% collection	- Continuous	- Improved availability of financial resources	Executive Director	General Assembly
3.4 To develop subscription packages for development partners.	Number of membership packages	At least 4 packages i.e. Platinum; Gold; Silver and Bronze	- Once	- Improved availability of financial resources	Executive Director	General Assembly
3.5 To continuously identify and on-board stakeholders.	Number of stakeholders recruited	At least 5 strategic stakeholders annually	- Continuous	- Improved cash flow	Executive Director	General Assembly
Stakeholder participation: Greater awareness and participation of all stakeholders in mandate and activities of PSF						
4.1 Introduce and implement a platform for	Functional communication platform	At least a website and ERP	- Once	- Improved awareness	Executive Director	General Assembly

Objectives	Indicator	Target	Frequency	Outcomes	Responsible Person	Reporting
exchange of information for private sector operators and other stakeholders about ICGLR PSF.	Functional Security Early Warning System	Security early warning system	- Once	- Improved information gathering and sharing	Executive Director	
	Functional Security Crisis Response System	Security crisis response system	- Once	- Improved response to security threats	Executive Director	
4.2 To continuously undertake outreach activities in member states.	Number of outreach activities	At least 2 major regional meetings/workshops/seminars annually	- Biannually	- Improved stakeholder synergy	Executive Director	General Assembly
		At least one member state visit annually in form of meetings, workshops or seminars with national private sector players	- Once annually			
		At least 3 key national private sector activities in member states	- 3 annually			
		At least one each member state coordinated by a 5 committee member.	- One			
4.3 To support capacity development of National Fora private sector players in peace and security activities at local,	Number of stakeholders trained.	At least new 20 members annually	- Annually	- Improved participation in peace and security activities at local, national and regional levels.	Executive Director	General Assembly
	Number of National Fora members participating in the formulation and	At least 5 members annually	- Annually			
		At least a special seat for National Fora in National Security	- Once			

Objectives	Indicator	Target	Frequency	Outcomes	Responsible Person	Reporting
national and regional levels.	implementation of national and regional peace and security policies and negotiations	Programmes in member states.				
	Number of Trade Missions in member states recovering from conflict	At least one Trade Mission in each member state recovering from conflict	- Annually			

ANNEX**Annex 1: Needs Assessment****Table 7: Governance**

Finding		Implications
Forum Organs	The Accord established the General Assembly, Executive Committee and Secretariat. However, since the establishment of PSF, the organs remain largely inactive. It was established that since the formation of ICGLR PSF in 2015 under the Accord of the Great Lakes Private Sector Forum, a functional Secretariat has not been setup. In the Accord, the Secretariat was expected to undertake administrative, financial and technical management functions. The Accord further provides for Secretariat to be headed by Executive Director and the staff number determined by General Assembly.	The provisions of the Accord on the Organs are yet to be actualised. Additionally, inactive Executive Committee and absence of a functional Secretariat that limit performance of ICGLR PSF as envisaged in the Accord.
Head Office	It was established that the Head Office is yet to be determined by the General Assembly. In the Accord, preference is given to a Member State, which is not hosting any of the ICGLR Fora or institutions. However, Secretariat functions of ICGLR PSF are supported by office of the Chairperson on rotational basis. Currently, the Kenya Chamber of Commerce is supporting the secretariat activities by virtue of current chairperson coming from Kenya. This implies that the secretariat moves with chairperson.	Absence of a permanent office for the Secretariat is not only unfulfilled requirement of the Accord but also affecting performance of the ICGLR PSF. There is need for a permanent office for the Secretariat.
Management frameworks	It was established that since its formation, management frameworks such as Board Charter and Committee Guidelines have not been developed. Additionally, there was no evidence of Policies and Standard Operating Procedures for the Secretariat.	Absence of management policies and frameworks is an indication of non-functional secretariat.
Responsibility	As currently constituted, it is difficult to place responsibility on any concerned party. The functional limitations of the organs of ICGLR PSF is a manifestation of a weak institution.	The mandate of ICGLR PSF may not be achieved in present conditions.

Table 8: Operations

Finding		Implications
Planning	It was established that the caretaker members of the Secretariat together with a few partners do planning for various activities of ICGLR PSF. There is limited oversight and technical support from the Executive Committee and General Assembly. Most planned activities involve conferences.	Most core activities of ICGLR PSF remain unexplored which limits achievement of its mandate.
Implementation	The consultant established that implementation of ICGLR PSF activities is not holistically undertaken. The few caretaker members of the Secretariat together with volunteers from UNFPA and Office of the Special Envoy for the Great Lakes Region support the activities of ICGLR PSF. This is largely due to inadequate funding and absence of an operational secretariat. Additionally, despite the lack of work plans, implementation is done for activities that are within the ability of concerned parties.	There is likelihood of not delivering mandate and strategic objectives of ICGLR PSF.
Reporting	It was established that reports are not generated, shared and archived due to limitations in functions of the Secretariat. Currently, it is difficult to obtain any reports showing performance of ICGLR PSF in various activities as envisaged in the Accord. Available reports are mainly on conference deliberations.	Absence of internal reports on performance of ICGLR PSF is an indication of low activity at the Secretariat.

Table 9: Financial Resources

Finding		Implications
Fund mobilisation	It was established that ICGLR PSF is currently under-funded. This is attributed to non-adherence to the Accord and absence of financial mobilisation strategy. The Accord provides for a mandatory remittance of funds from member states towards the activities of ICGLR PSF. However, at the time of this assessment, there was no official record indicating how much each member state has contributed. Additionally, there is absence of a financial mobilisation strategy resulting into financial constraints at the Secretariat. In running a few activities of the Secretariat, development partners and other stakeholders only sponsor and give in kind-contribution. Lack of bank account has also complicated the situation.	Absence of a financial mobilisation strategy together with reports on member state contributions is an indication of financial risk of the ICGLR PSF. Additionally, absence of a bank account points to a governance issue that should be addressed first in the context of account signatories.
Finance Structures	The Accord establishing the PSF provides for management of financial resources through establishment and enforcement of Financial Rules and Regulations. However, Financial Rules and Regulations are yet to be developed by the Secretariat and approved by the General Assembly.	Absence of Financial Rules and Regulations limits implementation and enforcement of financial management.
Fund utilisation and accountability	At the time of assessment, there were no official financial reports of ICGLR PSF yet some activities involving funds have been undertaken since the inception. The activities undertaken are supported directly by the sponsors and donors such as European Union.	Absence of financial reports is an indication of most activities being sponsored or involve in-kind contributions.

Table 10: SWOT Analysis

 <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Internal</p>	<p>Strengths</p> <ul style="list-style-type: none"> - A strong and robust private sector in the GL region, led by chambers of commerce; - Great support and partnership from the OSESG, UNFPA and ICGLR; - Existence of an Accord that establishes the Organs of the institution. - Willingness of member states; - Potential access to Group of Friends (GOF) of the ICGLR for the provision of political, diplomatic, financial and technical support; - The PSF is well represented regionally through the various Chamber of Commerce; - The program is within the region with a good regional integration index as per Overall Performance of the RECs on the AMRII Scale. 	<p>Weaknesses</p> <ul style="list-style-type: none"> - Limited functionality of the PSF Organs - Limited resources to support the work of the secretariat and implement the forum activities; - Lack of a strategic plan to guide the activities of the Organization; - Postponement of key activities such as the Great Lakes Investment and Trade Conference, which has the potential to convene the private sector of the region for networking and business partnership due to inadequate financial resources; - Failure to fulfil its obligations to stakeholders upon which support is pegged; - Limited engagement by PSF member states and non-existent Executive Committee; - Low awareness about ICGLR-PSF in the region.
 <p style="writing-mode: vertical-rl; transform: rotate(180deg);">External</p>	<p>Opportunities</p> <ul style="list-style-type: none"> - Opportunity to generate greater partnerships with other stakeholders for collaborative activities; - Opportunity to work closely with Chambers of Commerce to steer AfCFTA implementation in the great lakes region; - Opportunity to collaborate with like-minded partners to promote trade inclusion and capacity building of women and youth entrepreneurs, and in particular cross-border traders; - Funding opportunity under the themes of peace, security, climate change and economic empowerment through trade. All UN agencies are working under the Office of the Special Envoy to support peace and security in the GLR. As such the ICGLR and its various fora are key mechanisms for the support; - Expanding private sector that is critical in promoting activities of ICGLR-PSF. 	<p>Threats</p> <ul style="list-style-type: none"> - Ongoing conflicts in some countries such as Eastern DRC, which disrupts value chains and social cohesion; - Lack of political commitment and good will in implementation of regional trade agreements such as the AfCFTA; - Funding from development and donor organisations is not guaranteed; - Delayed financial and technical support from development and donor organisations;

Table 11: PESTEL Analysis

Indicator	Positive Effects	Negative Effects
Political	<ul style="list-style-type: none"> – Political stability and progressive change in administration or political regimes in member states could improve patronage and support; – Source of development agenda for alignment of Chamber of Commerce activities to “government of the day” agenda in member states; 	<ul style="list-style-type: none"> – Unfavourable change in policy frameworks; – Retrogressive change in administration or political regimes in member states could affect patronage and support; – Political instability in regimes in member states; – Unwillingness of member states from participating in regional integration activities.
Economic	<ul style="list-style-type: none"> – Increasing economic integration; – Increasing adoption of trade economic agreements; – Inflation could impact on administrative costs; – Participation of development partners in economic integration activities; 	<ul style="list-style-type: none"> – Economic recession resulting from pandemics (COVID-19, Ebola); – Economic demands of the Country could affect programmatic focus areas; – Global uncertainties resulting from Russia-Ukraine war; – Debt distress in some member states;
Social	<ul style="list-style-type: none"> – Need for equity and diversity at the General Assembly, Executive and Secretariat; – Gender mainstreaming in all programmes and activities; – Increasing global pressure on social inclusion and empowerment of women and youth. – Increasing global pressure on recognition and upholding of human rights. 	<ul style="list-style-type: none"> – Incompatible cultural and religious practices among heterogeneous communities; – Competing interests among cross-border activities; – Language barriers in cross-border activities; – High poverty rates;
Technological	<ul style="list-style-type: none"> – Demand for technological solutions in the wake of Covid-19 restrictions; – Available IT systems for integration; 	<ul style="list-style-type: none"> – High cost of technological installations, integration and maintenance; – Low technological accessibility in the region;
Ecological	<ul style="list-style-type: none"> – Universal requirement of developing, advancing and promoting environmentally friendly projects and ideas; – Inclusion of ecological aspects in decision making process for investment in large projects; – Increasing awareness on climate change; 	<ul style="list-style-type: none"> – Unsustainable exploitation of environmental resources especially in poverty stricken areas and communities; – Management challenges of cross-border natural resources; – Unprecedented climate change effects such as floods and drought;
Legal	<ul style="list-style-type: none"> – Favourable changes in legal frameworks in member states; – Cooperation from members states on ratification and adoption of regional policy recommendations and related frameworks; 	<ul style="list-style-type: none"> – Unfavourable changes in legal frameworks in member states; – Long period for changes in legal frameworks, adoption or ratification;

Table 12: Stakeholder Analysis

Stakeholder	Level of influence	Obligation to ICGLR PSF	ICGLR PSF's obligation to Stakeholder
<div style="background-color: #4a7ebb; color: white; padding: 5px; display: inline-block; border-radius: 5px;">Internal Stakeholders</div> 			
General Assembly	High	<ul style="list-style-type: none"> - Good Governance; - Oversight; - Strategic Direction 	Provision of timely reports to support decision-making.
Executive Committee	High	<ul style="list-style-type: none"> - Technical Oversight and Support; - Resource mobilisation 	Provision of timely reports to support decision-making.
Secretariat	High	<ul style="list-style-type: none"> - Optimal Execution of Programmes 	Reward for optimal performance.
<div style="background-color: #4a7ebb; color: white; padding: 5px; display: inline-block; border-radius: 5px;">External Stakeholders</div> 			
ICGLR	High	<ul style="list-style-type: none"> - Technical and financial support; - Oversight 	<ul style="list-style-type: none"> - Operate within the mandate and vision of ICGLR as one of its constituent fora.
<ol style="list-style-type: none"> 1. Office of the UN Special Envoy for the Great Lakes region 2. UNFPA 3. UNDP 4. Other development partners 	<p>High</p> <p>Medium</p> <p>Medium</p> <p>Low</p>	<ul style="list-style-type: none"> - Technical and financial support; - Continuous collaboration; 	<ul style="list-style-type: none"> - Provision of timely reports; - Continuous collaboration - Accountability on programme performance and fund utilisation; - Establishment of an effective (and legally constituted) secretariat and approved regional strategy and action plans;
<ol style="list-style-type: none"> 1. Chambers of Commerce 2. Regional Economic Communities 3. East Africa Business Council 4. Member states 	<p>High</p> <p>High</p> <p>Medium</p> <p>High</p>	<ul style="list-style-type: none"> - Technical and financial support; - Continuous collaboration - Brand visibility; - Creation of a stable operating environment; - Peace and security assurance. 	<ul style="list-style-type: none"> - Accountability on programme performance and fund utilisation; - Continuous collaboration; - Lobbying and advocacy; - Brand visibility;
5. Media	Low	<ul style="list-style-type: none"> - Objective reporting about achievements and status of ICGLR PSF 	<ul style="list-style-type: none"> - Information for reporting. - Invitation to major events.
6. Regulatory and Statutory bodies	Medium	<ul style="list-style-type: none"> - Updates on regulations - Provision of certificates, licenses and other related statutory and regulatory bodies. 	<ul style="list-style-type: none"> - Compliance - Provision of valid information.

Table 13: Risk Analysis

Type of Risk	Status	Risk level	Mitigation
Operational	There are formal operations. However, the formal operations are not grounded on established operation structures, policies and procedures. There is risk of not achieving mandate of ICGLR PSF.	High	Establish systems, structures, policies and procedures to support operations.
Strategic	Absence of strategic plan.	High	Develop and implement a clear strategic plan with a robust implementation matrix.
Technological	Absence of robust technological framework to support efficiency in operations including a functional website.	High	Adopting technological support tools to enhance efficiency in operations.
Funding and Liquidity	There is absence of a fund mobilisation strategy. Additionally, there is absence of a financial management framework including a functional bank account. Development and donor organisations supporting ICGLR-PSF indirectly whenever obligations are not fulfilled.	High	Develop a fund mobilisation strategy and financial management framework with associated tools and controls.
Governance	There are formal structures as established in the Accord. However, the governance system is yet to be operationalised at the Executive Committee and Secretariat levels.	High	Constitute the Secretariat to improve organisational performance.
Reputation	There is good reputation. However, compliance issues may affect reputation of the organisation in the member state where the Secretariat will be based.	Low	Address key risks that would affect the perception of the organisation by the public.
Political	Changes in political administration in member states may accelerate or decelerate ICGLR PSF programmes.	High	Adjustment of ICGLR PSF programme to accommodate political changes.

Table 14: Benchmarked Institutions

Institution / Framework	Description	Best practice/lesson
1. Forum for National Trade Facilitation Committees	Implements key objectives: <ul style="list-style-type: none"> - Knowledge sharing - Promoting best practices - Matchmaking for cooperation 	Functional comparison: <ul style="list-style-type: none"> - ICGLR PSF to establish a repository of information that can guide partners in implementing shared mandate areas. - ICGLR PSF to spearhead regional cooperation through flagship projects.
2. East African Business Council (EABC)	It is a regional apex body of Private Sector associations and corporates, mainly the production units (manufacturers) in the East Africa with a single purpose of driving the East African Community policy advocacy agenda. Its counterpart organization, the East African Chamber of Commerce, Industry & Agriculture (EACCIA) deals with the aspect of integration process through trade facilitation. Both organizations promote investments into the region. The institution works to unlock economic potential through increased physical access to markets, enhanced trade environment and improved business competitiveness.	<p>Governance:</p> <ul style="list-style-type: none"> - ICGLR PSF can improve its Executive Committees by mirroring the Sub-Committees at EABC such as Finance & Administration, Policy and Advocacy, Resource Mobilisation - ICGLR PSF can improve the Secretariat by borrowing structures of EABC such as National Focal Points from all EAC partner states, Sectoral Associations, National Liaison Offices and Sectoral Desks. - ICGLR PSF can also strengthen the Secretariat by having key departments as those in EABC. The departments include Trade & Policy, Communications, Membership, Finance & Administration and Business Development. <p>Resource Mobilisation</p> <ul style="list-style-type: none"> - ICGLR PSF can adopt strategies for resource mobilisation just as EABC. EABC has strategic partners that support it in driving its agenda. The partners include EAC, Trade Mark East Africa, GIZ, ITC, United Nations Commission for Africa, World Bank, African Development Bank etc - ICGLR PSF can adopt a robust fund mobilisation from various parties. EABC has categories of membership, which include national associations, regional associations, government agencies and corporate members among others. ICGLR PSF can therefore expand membership to include corporate bodies interested in regional integration.
3. Organization of Africa, Caribbean and Pacific States (OACPS) Business Forum	It is a private sector support forum for the Organisation of African, Caribbean and Pacific States (OACPS).	ICGLR PSF can strengthen its programmes just as OACPS B/F which has robust programmes in the following thematic areas: <ul style="list-style-type: none"> - Improving business environment - Increase access to finance for MSMEs - Supporting knowledge dissemination - Supporting agricultural value chains - Digital financial inclusion - Informal economy - Supporting women/youth economic empowerment

<p>4. ICGLR Parliamentary Forum</p>	<p>Established by ICGLR to engage parliamentarians in the implementation of the Pact on Security, Stability and Development in the Great Lakes region and its Protocols.</p>	<ul style="list-style-type: none"> - Mineral clusters - Has a functional website for informing its members on any development. Resolutions and decisions are posted. This is part of accountability system. - Has functional secretariat in DRC-Congo headed by General Secretary with staff; - Receives financing from member states and development partners. - Holds regular parliamentary sessions besides implementing various projects including peace and security; - Has access to Group of Friends (GOF) of the ICGLR for the provision of political, diplomatic, financial and technical support.
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Table 15: Status in Member States**Angola:**

- Angola is a country whose economy is largely driven by oil sector. The oil contributes 50% to GDP. As a member of the Organization of the Petroleum Exporting Countries (OPEC), Angola obtains 70% of revenue from oil.⁴
- The country also depends on minerals such as diamonds, which contribute to 5% of the export volumes. With notion of resource curse, there is need for ICGLR PSF to support Angola in ensuring the minerals are not contributing to conflicts.⁵
- Subsistence agriculture is highly dependent on by majority of the population. However, half of the country's food is imported. This implies that ICGLR PSF should mobilise other countries within the region to supply food items to Angola.
- Some of the key infrastructure remains damaged following prolonged civil war. This limits business activities and other social economic development. This provides opportunity for ICGLR PSF to engage Angolan government in seeking investors and financiers to redevelop the infrastructure.
- The country also faces transnational issues that limit integration, bilateral and multilateral engagements. For example, there is conflict between Angola and Democratic Republic of Congo (DRC). DRC accuses Angola of shifting monuments. In addition, Zambian residents have illegally settled in Angola. The conflicts are likely to impact on trade and other social economic activities promoted by ICGLR PSF.

Burundi:

- Burundi is a landlocked country that is largely underdeveloped.
- The country relies on agricultural production, which accounts for about 40% of the GDP and employs about 90% of the population.⁶
- The country's major exports include coffee and tea, which do not generate enough foreign exchange. Thus, the country is dependent on foreign aid accounting for 48% in 2015 of national income. This was considered one of the highest in Sub-Saharan Africa.⁷
- Political instability in the country has affected social and economic development.
- In general, the situation in Burundi presents an opportunity to ICGLR PSF to support the country's social and economic transformation through investments, linkage to regional and international markets among others.

Central Africa Republic:

- Central Africa Republic is considered a weak state embroiled in conflict that is ethnic based.
- The economy is largely driven by subsistence agriculture, forestry and mining.
- Agriculture generates more than 50% to GDP while timber and diamonds account for most foreign exchange earnings.⁸
- The country's economic development is largely constrained by several factors including poor transport network, legacy of misdirected macroeconomic policies, unskilled work force and perennial conflicts.
- Generally, ICGLR PSF has the opportunity of supporting social and economic transformation through participation in peace and security programmes,

⁴ CIA, World Fact Book, 2022

⁵ IMF Country Reports, 2022

⁶ IMF Country Reports, 2022

⁷ CIA, World Fact Book, 2022

⁸ CIA, World Fact Book, 2022

sustainable mineral resource exploitation and influence in responsive policy development.

Republic of Congo:

- Republic of Congo is one of the countries in Central Africa.
- The country’s economy is dependent on subsistence farming, manufacturing and mining.
- Oil is the major driver of the economy contributing to majority of foreign exchange earnings.
- In recent years, projects in mining of iron ore and natural gas are on the increase.
- The country’s major challenges include high levels of poverty, unsustainable debt and governance weaknesses.
- In general, the ICGLR PSF has an opportunity of stimulating private sector engagement to promote investments and drive trade for improved foreign exchange. Additionally, ICGLR PSF is expected to support sustainable mineral exploitation.

Democratic Republic of Congo:

- The Democratic Republic of Congo (DRC) is the largest country by size in the Great Lakes Region endowed with vast natural resources.
- The country has rich minerals, forest products and vast agricultural land.
- The country was recently admitted into the East Africa Community.
- Despite the wealth in natural resources, the country remains poor and in perennial conflict.
- Political instability especially in Eastern regions has hampered social economic activities with neighbouring countries such as Uganda, Rwanda, Burundi and Tanzania.
- An uncertain legal framework, corruption, and a lack of transparency in government policy are long-term problems for the large mining sector and for the economy as a whole. Economic activity still occurs in the informal sector and is not reflected in GDP data.
- The situation in the DRC is not only a challenge to ICGLR PSF but also to other parties in peace and security. As a member state of the ICGLR, there is need for supporting peace and security in the country as a means of sustaining social and economic transformation. Additionally, the opening of DRC to East Africa Community markets presents an opportunity to ICGLR PSF to link traders and investors in the region.

Kenya:

- Kenya is the largest economy in East Africa.
- It is considered an economic, financial and transport hub in East Africa.
- Kenya is ranked a lower middle-income country characterised by entrepreneurial middle class and steady growth as well as advancement in infrastructure development.⁹
- The country is largely dependent on agriculture, tourism and financial sector.
- New government (Ruto presidency) committed to empowering majority masses through the bottom-up economic model.
- Special attention given to women and youths who are economically constrained in accessing credit and other financial opportunities.
- Government also seeking to expand economic partnerships with US particularly in green energy, SMEs etc.

⁹ African Development Bank, “Statistics Pocketbook” vol 19, 2017

- However, weak governance and corruption impair the country’s social economic development.
- The Kenya’s situation indicates that ICGLR PSF should seek ways of further improving entrepreneurial status by supporting the opening of new markets for Kenya’s products and services.

Tanzania:

- Tanzania is one of the country’s in the Great Lakes Region with large natural resources.
- The economy is largely dependent on agriculture, which accounts for about 25% of GDP.¹⁰
- Minerals such as gold account for 35% of exports.
- Since 2015, the Tanzania government has increasingly focused on creating a better business environment through improved infrastructure, access to financing, and education progress.
- U.S forging investment partnerships worth billions.
- 19 US companies exploring various opportunities with a total market capitalization of over US\$1.6 trillion.
- The United States and Tanzania are engaging in massive volumes of trade, particularly exporting agricultural produce and minerals to the US.
- Despite the social and economic transformation, Tanzania is yet to fully open up its domestic industry. This presents an opportunity to ICGLR PSF to promote dialogue between government and private sector players.

Rwanda:

- Rwanda is largely a rural and agricultural based country.
- Agriculture accounts for at least 63% of export earnings.¹¹
- The country is also dependent on mineral
- There are increasing growth in export markets.
- In the first 6 months of 2022, exports grew by 37% signalling increased production and manufacturing.
- The country ranks well in ease of doing business, which presents an opportunity to ICGLR PSF to rally private sector players in the region in investing in the country.
- Despite Rwanda's fertile ecosystem, food production often does not keep pace with demand, requiring food imports. This presents an opportunity for ICGLR PSF to mobilise other countries in the region export food to Rwanda.
- Energy shortages, instability in neighbouring states, and lack of adequate transportation linkages to other countries continue to handicap private sector growth. This implies that ICGLR PSF should support Rwanda in transforming the private sector.

South Sudan:

- South Sudan gained independence in 2011 making it one of the world’s newest country.
- The country holds one of the richest agricultural areas in Africa, with fertile soils and abundant water supplies.
- South Sudan is one of the most oil-dependent countries in the world, with 98% of the government’s annual operating budget and 80% of its gross domestic product (GDP) derived from oil.¹²

¹⁰ CIA, World Fact Book, 2022

¹¹ CIA, World Fact Book, 2022

¹² CIA, World Fact Book, 2022

- As a landlocked country, South Sudan remains underdeveloped. This is largely due to perennial conflict and poor governance.
- The country has widespread poverty and food insecurity.
- As a young country characterised by social and economic challenges, ICGLR PSF should support interventions for ensuring strong governance, peace and stability as well as sustainable natural resource exploitation.

Sudan:

- Sudan is one of the countries in the Horn of Africa out of which South Sudan seceded.
- The country largely dependent on oil sector but with secession of South Sudan, majority of its oil wells were transferred to the new country.
- In its reconstruction after secession of South Sudan, Sudan is attempting to develop non-oil sources of revenues, such as gold mining and agriculture, while carrying out an austerity program to reduce expenditures.
- The country is world's largest exporter of gum Arabic, producing 75-80% of the world's total output.¹³
- Agriculture continues to employ 80% of the work force.
- Political instability and change of regimes has resulted into inflation and reduced investment. The challenges therefore present opportunity to ICGLR PSF to support security and peace programmes and private sector activities.

Uganda:

- Uganda is endowed with natural resources including fertile soils, regular rainfall, substantial reserves of recoverable oil, and small deposits of copper, gold, and other minerals.
- Agriculture is one of the most important sectors of the economy, employing 72% of the work force.¹⁴
- Uganda has a small industrial sector that is dependent on imported inputs such as refined oil and heavy equipment.
- The country faces many challenges including instability in South Sudan and Eastern DRC that has resulted into high influx of refugees. The refugee effect in Uganda is significant as it results into strain on social and economic amenities.
- The situation in Uganda presents an opportunity to ICGLR PSF to promote peace and stability in South Sudan and DRC. Additionally, ICGLR PSF has the opportunity of linking Uganda's market to other member states in the Great Lakes Region.

Zambia:

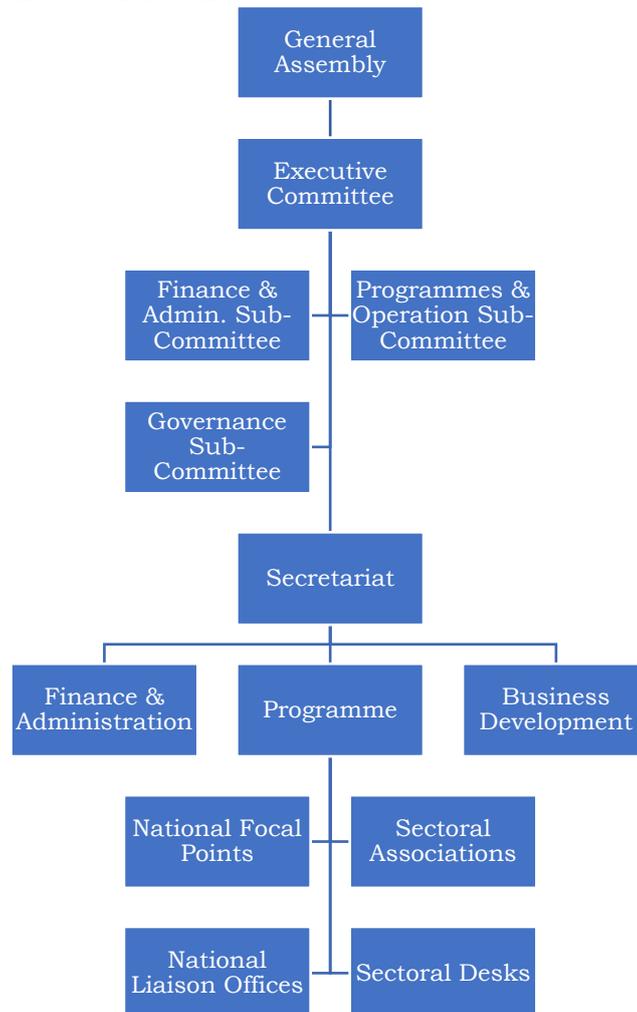
- Zambia was one of the fastest growing economies in the world by 2014.¹⁵
- The country is largely dependent on copper mining and agricultural production.
- Zambia's lack of economic diversification and dependency on copper as its sole major export makes it vulnerable to fluctuations in the world commodities market and prices.
- The country has widespread poverty and unemployment. This presents an opportunity to ICGLR PSF to promote diversification in the economy through investments and regional market expansion interventions.

¹³ CIA, World Fact Book, 2022

¹⁴ CIA, World Fact Book, 2022

¹⁵ CIA, World Fact Book, 2022

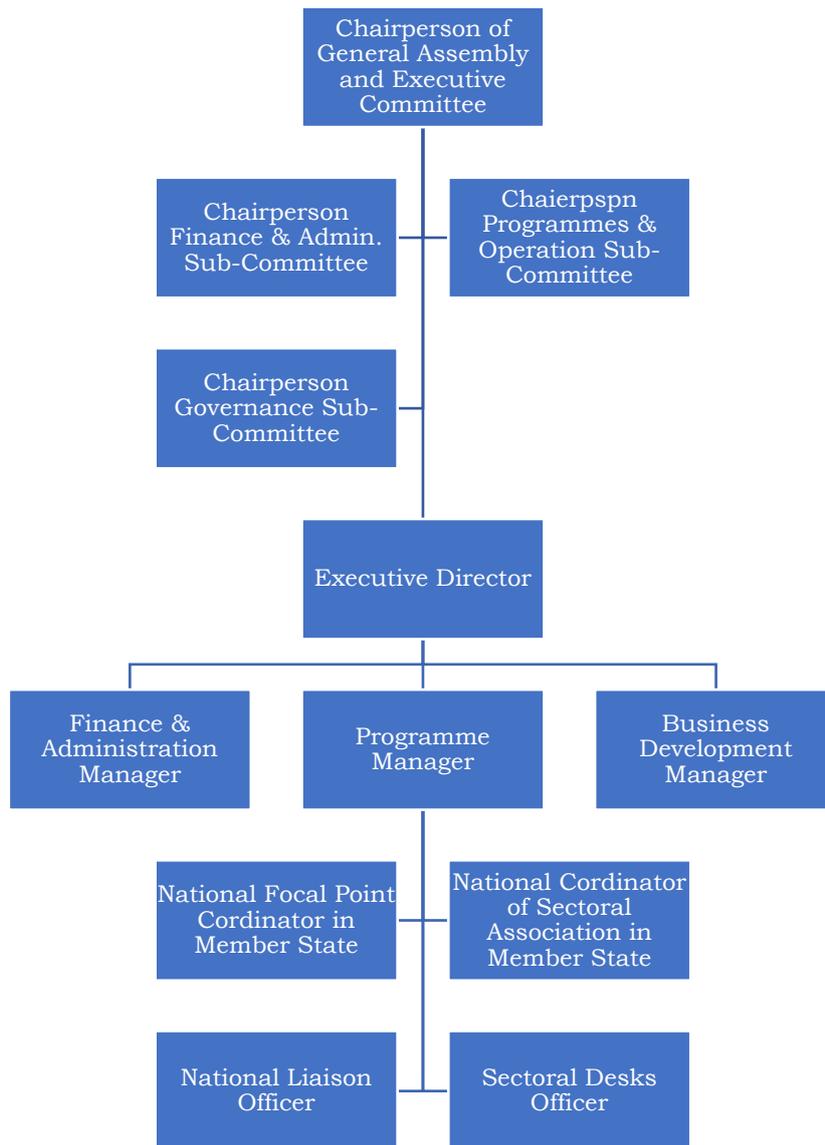
Annex 2: Governance Structure



The strategic plan will be supported by the above governance structure.

1. The General Assembly will provide overall strategic leadership of the Forum. The functions will be undertaken in line with Accord and governance policies.
2. The Executive Committee will provide technical oversight of the Secretariat in line with developed policies. The Executive Committee will have specialised sub-committees on Governance, Finance and Administration as well as Programmes and Operations. Functions of each sub-committee will be articulated in the Executive Governance Policies.
3. The Secretariat will undertake all operational activities of the Forum. It will comprise of at least 3 major departments namely Finance and Administration, Programmes and Business Development. Programmes Department will have outreach structures in member states to include National Focal Points, Sectoral Associations, National Liaison Office and Sectoral Desks.

Annex 3: Organisation Structure



The functions of each organ and office will be articulated in the Governance Policy Framework.

**REGIONAL CIVIL
SOCIETY FORUM**



**FORUM RÉGIONAL DE
LA SOCIÉTÉ CIVILE**

REGIONAL CIVIL SOCIETY FORUM

STRATEGIC PLAN (October 2012 – September 2017).

Preamble

This five-year strategic plan (2012-2017), and the Annual Work Plan (2015-2016), are working tools for the Regional Civil Society Forum Project 2.5.4. The Plans fall within the broader framework of the **Dar es Salaam Declaration (2004)** on Peace, Security, Democracy and Developments and the **Pact on Security, Stability and Development (2006)** in the Great Lakes Region.

In the Preamble to the Dar es Salaam Declaration, the Heads of State and Government of the 11 (now 12 members including South Sudan) Member States of the Great Lakes Region express the basic reasons for the setting up of the international conference of the Great Lakes Region in form of consensus, and their being aware, conscious and convinced of a situation of conflict, wars and loss of life and property in those Countries.

In their Vision, the Heads of State and Government express collective determination to transform the Great Lakes Region into space of sustainable Peace and Security for States and peoples based on dialogue, communication and understanding, to promote policies and strategies dictated by the respect for the values, principles and standards of democracy and good governance and the rule of law, the strengthening of leadership capacities, the transparency of electoral processes, equitable participation widened to all citizens, the strengthening of representative institutions and Civil Society.

Protocols, Programmes of Action containing Regional Civil Society Forum Project 2.5.4 form integral part of the implementing tools of the Pact on Security, Stability and Development in the Great Lakes Region.

Proposed Vision: A peaceful and politically stable region, characterized by the promotion of values, principles and norms of democracy and good governance, respect for human rights, cooperation and solidarity between States and peoples.

Proposed Mission: To entrench democratic principles and values and consolidate peace through advocacy, strengthening of an engaged and efficient civil society, and the promotion of dialogue between social groups and governments at the regional and international level.

Project Objectives: to establish a regional framework for dialogue and consultation between the social actors in order to create conditions conducive to the restoration of inter community dialogue and the re establishment of peace in the region, essentially by promoting dialogue and advocacy around the stakes of good governance, development and consolidation of peace at the national and regional levels.

Specific Objectives:

1. Develop and strengthening framework of cooperation and mechanisms of exchange of experiences and good practices between CSOs developed, and culture of tolerance and peace in the region.
2. Strengthening of the coordination and networking capacities of CSO
3. Increase participation of CSOs in processes of peace, governance and development

EXPECTED RESULTS	INDICATORS	ACTIVITIES	RESPONSIBLE	RESOURCES	TIME FRAME				
					Y1	Y2	Y3	Y4	Y5
Result 1 Framework of cooperation and mechanisms of exchange of experiences and good practices between CSOs developed, and culture of tolerance and peace in the region strengthened.	National Civil Society Forums established and functional	Review and adopt guidelines specifying the mission, vision, modalities of functioning of RCSF	RCC (Regional Coordination Committee)	RCC meeting costs and translation	xx				
	Resource mobilization strategies elaborated and applied	Draft and adopt strategic and annual work plan for RCSF	RCC	RCC meeting costs and translation	xx				
	Reports of the RCSF meetings available and shared	Elaborate the resource mobilization strategy	Chair of RCSF, RCC	Technical assistance from ICGLR secretariat and Levy Mwanawasa centre	xx				
	Action programme adopted and administrative secretariat established	Create a Civil Society Technical Support Team to provide support to NCSF to operationalize their structures including National Coordination Committees where necessary	Chair and RCC	Travel and administrative costs for field visits Technical support from ICGLR secretariat	xx				

		Develop criteria for participation in regional CSF	RCSF Technical Support Team	Support from ICGLR Secretariat (programme officer for cross cutting Issues)	xx				
		Organize the second meeting of the RCSF, hold elections of the RCC and adopt action programme	Chair of RCSF, RCC	Support from ICGLR secretariat and Levy Mwanawasa Centre.	xx				
		Establish administrative secretariat	RCC, Levy Mwanawasa Centre	Meeting costs including translations	xx				
		Organize the meetings of the Regional Coordination Committee	Chair of RCSF	Office space, salary, equipment	xx				
		Document positive initiatives and new strategies to fight against SGBV are accessible and readily shared among stakeholders at different levels	Levy Mwanawasa Centre, CSO Coordination committee on SGBV, NCSF	Funding for meeting and translation, Finances for documentation, translation	xx				
Result 2 The coordination and networking capacities of CSO are strengthened	CSOs Website established and functioning	Establish, launch and update CSOs website and exchange networks	RCSF secretariat, RCC	IT support, translation				xx	
	Common databases elaborated and shared	Data collection tool for CSOs mapping disseminated and used by national coordination committees.	RCSF technical support team	Technical expertise, translation				xx	
	Thematic networks established and functioning	Mapping of CSOs at national and regional level	RCC , RCSF Secretariat	Staff time, translation				xx	
		Establish and update electronic register of CSOs	RCSF secretariat	IT support, staff time				xx	
		Organize establishment of working groups	RCC, NCC	Support from RCSF secretariat				xx	

Result 3 Increased participation of CSOs in all processes of peace, governance and development	Mechanism for CSOs participation in the processes peace, governance and development.	Development and implementation of the RCSF Project on Rule of Law and Good Governance	RCSF Secretariat, RCC, RCSF Technical Support Team	Technical Expertise				xx	xx	
	Joint initiatives by CSOs launched	Develop and operationalize implementation and M&E plan for CSO participation in ICGLR action programmes	RCC, RCSF Technical Support Team	Technical expertise				xx	xx	
	Effective participation of CSOs in mechanisms and processes of the ICGLR	Develop and operationalize CSOs communication strategy	RCSF secretariat, RCC	Technical support from RCSF Technical Support Team				xx	xx	
	Contribution of CSOs to social change established	Develop and operationalise advocacy and citizen engagement strategy	RSCF secretariat, RCC	Technical support from CS technical support team				xx	xx	
	Wide multi-sectoral engagement between CSOs, government and other stakeholders evident	Publish and disseminate compendium of ICGLR protocols	Levy Mwanawasa centre	Support from ICGLR secretariat, funds for publishing compendium		xx				
		Participate in operational research and validation workshops on conflict prevention and resolution, electoral processes, illegal exploitation of natural resources	Levy Mwanawasa centre, RCSF secretariat, RCC	Funds for CSO participation	xx					
		Identify and conduct research per thematic areas for evidence-based advocacy	RCC, working groups	Researchers and technical expertise				xx	xx	
		Document existing research on thematic areas and compile a catalogue	RCSF secretariat, Levy Mwanawasa Centre	Funds for M&E meetings, expertise				xx	xx	
		Assess levels of ratification, domestication and	Levy centre, RCC, NCC,	Funds for				xx	xx	

		implementation of ICGLR Protocols and regional/international instruments on democracy, good governance and human rights	working groups	development of tools and translation					xx
		Adopt/adapt tools for monitoring ratification, domestication and implementation of ICGLR protocols/regional instruments on democracy/good governance/human rights	Levy centre and RCC, ICGLR secretariat	CSO Expert to develop issue paper	xx	xx	xx	xx	xx
		Examine Lusaka Declaration on Illegal Exploitation of Natural Resources in Great Lakes Region and six tools on curbing illegal exploitation, and commission civil society issue paper as basis for advocacy	RCC, ICGLR secretariat, Levy Centre	Funds for national level dialogues					xx
		Discuss CS issue paper on illegal exploitation at national level and develop action plans	RCC, NCCs	Funds for national level dialogues		xx	xx	xx	xx
		Follow up on implementation of ICGLR action plan on Kampala Declaration on SGBV	CSO Coordinating Committee on SGBV	RCC		xx			
		Action plan of CSOs on implementation of Kampala Declaration on SGBV approved and implemented	CSO Coordinating Committee on SGBV, RCC	Regional CSO meeting costs and translation	xx				
		Training of Trainers in M&E for civil society organizations working on SGBV	Levy centre, CSO coordination committee on SGBV	Funds for CSO participation, experts, translation	xx				



UNITED NATIONS
GREAT LAKES REGIONAL
STRATEGIC FRAMEWORK

UN in Support of Peace and Security in the Great Lakes Region

Final Project Assessment Report 2018-2022

Implemented with Financial Support of the EU

February 2023

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List of Abbreviations

AWP	Annual Work Plan
CSO	Civil Society Organisation
DDR/RR	Disarmament, Demobilization, Repatriation, Reintegration, and Resettlement
DRC	Democratic Republic of Congo
EU	European Union
EJVM	Expanded Joint Verification Mechanism
EPC	Elman Peace Centre
GLR	Great Lakes Region
GLR MPTF	Great Lakes Cross Border Multi-partner Trust Fund
ICGLR	International Conference on the Great Lakes
OSESG-GL	Office of the Special Envoy of the Secretary General for the Great Lakes
RPSF	Regional Private Sector Forum
RYP	Regional Youth Forum
SGBV	Sexual and Gender-Based Violence
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UN WOMEN	United Nations Entity for Gender Equality and the Empowerment of Women

1. Introduction

1.1 Context and Background

The Great Lakes Region has immense socio-economic potential with vast natural resources, geography, and population. Granted, the region has complex economic and political challenges with significant implications for peace, security, and governance. The region has endured recurrent conflicts and crises. Rising political and security tensions especially in the DRC, compound already existing socio-economic and security challenges that were further exacerbated by health crises, viz the COVID -19 pandemic and Ebola outbreak. Of significant concern has been the gendered impact of COVID on women, impunity for sexual and gender based violence and an increase in displacement, both internal and refugees. Conflicts in the Democratic Republic of Congo (DRC) and illegal armed groups in border regions as well as electoral crises have resulted in the loss of millions of lives, the displacement of thousands of people, widespread poverty, destruction of infrastructure, exploitation of natural resources, human rights violations, lack of rule of law, and impunity for sexual and gender-based crimes.

Most of the conflicts in the region are deeply intertwined because of shared historical and social realities. Fundamental challenges to state-building and nation-building that include mismanagement of diversity, impunity and lack of accountability, human rights abuse, pervasive corruption and slow translation of political freedom to the economic emancipation of citizens have led to cycles of violence that affect stability, development, and economic progress. This has created systemic vulnerabilities in the region. Left unaddressed, the continued violence and unresolved underlying conflict will keep hindering the reconstruction and development efforts in the Great Lakes Region.

In 2003, the International Conference on the Great Lakes (ICGLR) was established as an inter-governmental organization of the States in the Great Lakes Region. The Regional Mechanism was created to address conflicts in the Great Lakes in a concerted manner to ensure sustainable peace and development. While the ICGLR with support of the UN and other development partners have made great efforts to promote peace and sustainable development in the Great Lakes Region, the region continues to experience conflict challenges.

In recognition of the continued conflict challenges, the UN developed a programme to support peace and security in the Great Lakes Region in 2018. The programme was jointly implemented with funding from the European Union (EU). The overall strategic objective of the Programme was 'promotion of ongoing peacebuilding and -consolidation efforts in the African Great Lakes Region (GLR) in support of the International Conference on the Great Lakes Region (ICGLR) in the following areas: Disarmament, Demobilization, Repatriation, Reintegration and Resettlement (DD/RRR); women, youth, civil society, and private sector fora; sexual and gender-based violence (SGBV)'.

The project had three Outcome Areas; Outcome 1 and 3 were jointly implemented by the UN and Outcome 2, by GIZ. The start date of the programme was contemplated as 22 November 2018 and the end date was initially 21 November 2021. A one year

extension to 21 November 2022 was granted upon request due to the late commencement of the project. The total financial amount to fund the project was set at USD 1,708,248.48.

1.2 Roles and Responsibilities of Participating UN Agencies

The three UN organisations that supported implementation of the project were: United Nations Development Programme (UNDP); United Nations Population Fund (UNFPA); and the United Nations Entity for Gender Equality and Women's Empowerment (UN WOMEN). Through the three entities, the UN with funding from the EU supported the ICGLR in implementing its Pact on Security, Stability, and Development in the Great Lakes Region and further building its capacities.

The management of the project was supported by a steering committee. Considering that one of the outcomes of the project was implemented by GIZ, the steering committee composed of representatives from the EU, GIZ, and the UN. The committee served to monitor activities and discuss action plans and methods of implementation. In the context of its mandate, the steering committee made no decisions on any contractual or financial decisions concerning the project.

The funding of the project was channeled through the UN Great Lakes Cross Border Multi Partner Trust Fund (GLR MPTF), which uses the pass-through fund management modality in line with the United Nations Development Group (UNDG) Guidelines. The UN Multi-Partner Trust Fund (MPTF), which served as the Administrative Agent of the GLR MPTF was responsible to disburse funds to the participating UN Organizations. Each participating UN Organization assumed complete programmatic and financial accountability for the funds disbursed to it by the Administrative Agent.

1.3 Objectives and Scope of the Assessment

The objective and scope of this assessment was to review and reflect upon the efforts of UNDP, UNFPA, and UN WOMEN in the implementation of the EU/UN joint project to support peace and security in the Great Lakes Region. While each entity was responsible and led the delivery of specific outcome areas, the project design envisioned cross fertilisation of initiatives, coordination and synergies to achieve common desired results. The agencies were selected based on their niche, capacities and long standing experiences in delivering on each of the relevant outcome areas with an emphasis on delivering as one in an integrated manner. This report is thus structured based on the two outcome areas and specific outputs which the three UN agencies were charged with drawing on their experiences.

The report highlights each of the key milestones and achievements of the project in each outcome area and output area. It then teases out the collective challenges and gaps in the implementation of the project, lessons learnt and emerging opportunities. Finally, it concludes by making recommendations to the UN and the EU for consideration in the future design and follow up initiative that builds upon the successes achieved and sustains the momentum of the joint project.

2. Project Milestones

The joint project supported peace and security in the Great Lakes Region. Given ICGLR's mandate to promote peace and stability in the Great Lakes region, the focus of the UN agencies' actions was to strengthen the capacities within the structures of ICGLR and the Great Lakes region. The project focused on the following areas: DD/RRR; women, youth, civil society, private sector fora, and SGBV.

As noted earlier while broadly the project had three outcomes areas UN Agencies were charged with implementing activities in Outcome 1 and Outcome 3, with GIZ, the activities in Outcome 2. The two outcomes and specific outputs the UN agencies were tasked by the project to deliver upon were:

- a. Outcome 1: The ICGLR Peace and Security Programme is strengthened.¹
 - Output 1: Support for the development and implementation of an Expanded Joint Verification Mechanism (EJVM) action plan (GIZ);
 - Output 2: Creation of a network of regional mediators specialized in the subjects covered by Disarmament, Demobilization, Repatriation, Reintegration and Resettlement (DDR/RR) (UNDP); and
 - Output 3: Support for the participation of the ICGLR fora (multifunctional youth forum, women's forum, civil society forum, private sector forum) in the ICGLR consultative process (UNFPA).
- b. Outcome 3 The provisions of the Protocol on Prevention and Suppression of Sexual Violence Against Women and Children are effectively applied in the Great Lakes region.²
 - Output 1: Domestication of the ICGLR Protocol strengthened (UN WOMEN);
 - Output 2: Consultations, individual and joint actions amongst governments, the private sector and civil society to prevent and actively address gender- based violence (UNFPA & UN WOMEN)
 - Output 3: Raising awareness among member states about the seriousness and severity of sexual and gender-based violence and the impact of such crimes (UN Women/GIZ).

¹ Pillar Four: Innovative engagement of the youth; & Pillar Six: Strengthening formal and informal institutions, mechanisms and capacities for conflict prevention management and resolution and peace building by working on cross border initiatives and allied efforts at the regional level - including ICGLR and Civil Society Organizations.

² Pillar Five: Address impunity for gender-based crimes at country level.

2.1 Creation of a network of regional mediators specialized in the subjects covered by Disarmament, Demobilization, Repatriation, Reintegration and Resettlement (DDR/RR)

The complexity of the regional context and challenging dynamics of political actors demand community-based approaches to address the persistent challenges. The project thus focused on enhancing communities' capacities and initiatives to deal with armed groups. The project provided an opportunity to address modalities on how to contribute to the Peace, Security and Cooperation Framework for the Democratic Republic of Congo (DRC) and the region. Cognizant of the planned exit of MONUSCO and handing over of DDR/RR issues to ICGLR, the project identified insider mediation and infrastructures for peace, as a viable way of enhancing capacity of local communities to support peacebuilding. The use of insider mediators seeks to achieve DDR/RR results by complementing national efforts with a more proactive, flexible, locally-embedded solutions approach to engaging armed groups. Insider mediation is "a process of supporting negotiations – as well as a variety of other forms of dialogue – to prevent, manage and resolve conflicts at different levels of society".³

The target groups for this output were respected individuals within civil society organizations (CSOs), national NGOs, women's groups and traditional leaders that are well positioned and ready to make a difference in their communities by engaging with armed groups in support of DDR/RR. Activities under this output were aimed at equipping the individuals with 'the appropriate technical DDR knowledge and mediation skills to engage with armed groups with a view to supporting their members' disengagement from violence.'

Milestones and achievements of the project in this regard include the following:

- a. Training on Insider Mediation for DDR/RR: Due to restrictions linked to the COVID-19 pandemic, in April 2021, UNDP in collaboration with ICGLR, Clingendael Academy, GIZ, DPPA and with the EU funding developed a 5-day online training course on Insider Mediation for DDR/RR. The conceptualization and design of the training course was led by a Core Team comprised of various expertise and representative of key actors that supported the design of training combining insider mediation and DDR/RR and to be tailored to the specific regional context. The training brought together 41 participants from across the Great Lakes region representing the ICGLR Pool of Mediators; ICGLR Youth and Women; Expanded Joint Verification Mechanism (EJVM); CSOs, NGOs, and National Demobilisation and Reintegration Commissions. The training focused on the contribution of the

³ Insider mediation is distinguished from more traditional mediation because it brings credible figures, groups, or institutions internal to a conflict, who use their influence and credibility to play a role – often behind the scenes or in undefined capacities. While inside mediators can engage in different types of intervention, this initiative will aim to use direct mediation and advocacy with a view to facilitate DDR/RR of members of armed groups operating in DRC and across the border in Burundi and/or Rwanda and/or Uganda. Inside mediation provides a more adapted approach to an increase in the number and fragmentation of armed groups who often carry a diversity of claims and motives to engage in violence, which make traditional peace negotiations nearly impossible to achieve.

current DDR approaches to sustaining peace, security, and development; as well as on concepts of insider mediation as well as skills and techniques; Assessment of conflict dynamics and conflict mapping; Reintegration opportunities to ensure the successful exit of armed groups; and Identification of potential risks and mitigation strategies for undertaking insider mediation work. Participants engaged in live lectures, interactive workshops, group assignments and online digital tools to shape and strengthen Insider Mediator capacities to support DDR/RR processes at regional, national and local levels.'

A recommendation emerging from the virtual training was the need for future trainings centred on the linkages between insider mediation and DDR. As such, in September 2022, UNDP in collaboration with ICGLR and Clingendael Academy with funding from the EU delivered an in-person training on Insider Mediation for Disarmament, Demobilization, Repatriation, Resettlement and Reintegration (DDR/RR). The course also benefitted significantly from the partnership with the Office of the Special Envoy of the Secretary-General for the Great Lakes (OSESG-GL) and GIZ . The main objective of the training was to provide capacity and learning development with gender considerations to key regional mechanisms on Mediation/Insider Mediation applied to DDR/RR. Considering this, the training focused on:

- Strengthening the capacity of existing regional mechanisms within ICGLR Member States and their capacity to fulfil their mandates with a focus on Mediation/Insider Mediation applied to DDR/RR;
- Collect and share examples and previous experiences, consequently facilitating regional dialogue and cross-country engagement which will strengthen and support the work that is done by the different mechanisms within ICGLR Member States, and by that support their mandate
- Assist the further identification of concrete activities for supporting insider mediation in the GLR in line with the Integrated Disarmament, Demobilization and Reintegration standards (IDDRS) and relevant national strategies, as this will support a comprehensive approach towards mediation using the existing regional mechanisms within the ICGLR Member States.

18 Participants from the ICGLR Expanded Joint Verification Mechanism (EJVM), ICGLR Regional Pool of Mediators, Civil Society Organizations (CSOs) and members of the Operational Cell of the Contact and Coordination Group (CCG), engaged in interactive lectures, group assignments, self-assessments, bilateral negotiations, and mediation simulations to deepen knowledge of insider mediation for DDR/RR through in-person exchanges and cross-learning.

- b. Enhanced synergy and engagement with and among Operational Cell Members of the CCG. The Operational Cell assists with non-military measures in the neutralization of armed groups and encourage participating countries (Burundi, the DRC, Rwanda, Tanzania and Uganda) to implement the two-year Action Plan of the CCG on non-military measures. The participation of the Coordinator and members of the Operational Cell of the CCG in the training reinforced the need for the involvement of CSOs, local communities, provincial authorities and National Commissions for Disarmament, Demobilization and Reintegration (DDR) in ongoing efforts for regional peace and stability. In understanding the Operational

Cell strategy, participants both the insider mediators and members of the operational cell understood the complementarity of their roles and contribution to the implementation of the strategy through the four phases: Preparatory, Contact and persuasion, Operationalization, and Post-repatriation follow-up.

It is also important to note that the work done in the revitalization of the ICGLR fora by the UNFPA and UN WOMEN contributed to the success of the training which drew participants from these fora and it is envisioned that the skills garnered will further contribute to strengthening their capacities in follow up activities on insider mediation processes.

- c. Experience and lessons learnt-sharing on Insider Mediation - Building on the regional dialogue and cross-country engagements through the collection and sharing of experiences, in November 2022, ICGLR with support from UNDP and funding from the EU held a three-day in-person experience-sharing workshop on Insider Mediation for DDR that brought together 28 regional mediators from the ICGLR Expanded Joint Verification Mechanism (EJVM), ICGLR Regional Pool of Mediators, FemWise-Africa, Civil Society Organizations (CSOs) and Operational Cell Expert Members of the Contact and Coordination Group (CCG). The workshop benefitted from the expertise of the OSESG-GL on DDR experiences in the region and the identification of women mediators who are part of FemWise-Africa and had been trained with the support of OSESG-GL in 2021. The workshop aimed to share experiences and enhance the understanding of insider mediation with a focus on Disarmament, Demobilization and Reintegration. With specific objectives which included: To establish a common understanding of insider mediation and Disarmament, Demobilization and Reintegration; Synergise experiences of Insider mediation for Disarmament, Demobilization and Reintegration including learning best practices; to establish entry points and cross-cutting interventions for meaningful engagement in peacebuilding activities and participation in the Great Lakes region

The regional mediators engaged in experience sharing and group exercises that helped them identify key lessons learned, best practices and take home action plans. It was important to ensure that participants leverage the cross learning and engagement in application of those lessons and best practice in their own contexts.

- d. Small grants to support CSOS - Under the framework of the joint project, in partnership with the Elman Peace and Human Rights Centre, the project provided direct support to CSOs through a small grants mechanism to support CSO engagement strategies to promote insider mediation, reintegration and reconciliation efforts in the Great Lakes region. In May 2022, following the Call for Proposals, 33 proposals were submitted by eligible CSOs from Burundi, the Democratic Republic of Congo, Rwanda and Uganda. 15 shortlisted proposals underwent a transparent vetting process by the Steering Committee represented by ICGLR, African Union, CSOs, UNDP and Goodwill ambassador. Upon review of the shortlisted proposals, the Steering Committee unanimously decided on six CSOs from DRC, Uganda and Rwanda namely: *JAMAA Grand Lacs*- Reconciliation process between ex-combatants and local communities; *Union des Juristes engages pour les opprimés*- engaging local communities in the process of DDR

for Peace and Stability; *Reseau Des Cadres De concertation Intercommunautaire*- to support the socio-economic reintegration of former combatants; *Association des Scouts du Burundi* - Support for the promotion of community reintegration of youth and women affected by socio-political crises; *Inter-religious Council of Uganda*- Building social cohesion and strengthening community resilience for non-violence among communities; and *Prison Fellowship Rwanda*- Psychosocial reintegration of ex-combatants , and community reconciliation.

- e. Symposium on Insider Mediation, Reintegration, Reconciliation and Preventing of Violent Extremism - Complementary to the small grants initiative, a two-day symposium in Goma, DRC organized by UNDP in partnership with Elman Peace for the Civil Society Organizations (CSO) Network in the Great Lakes on Insider Mediation, Reintegration, Reconciliation and Preventing of Violent Extremism. The symposium brought together 20 CSO partners from the Great Lakes (Burundi, DRC, Rwanda, Uganda) and the Lake Chad Basin (Chad, Niger and Nigeria, Cameroon), whose objective was to exchange experiences and lessons across sub-regions, as part of the effort of enhancing their role in the prevention of violent extremism, mediation, and reintegration.
- f. Community of Practice on Insider Mediation - Emerging from the virtual training, and related initiatives as highlighted above participants expressed enthusiasm to continue learning and the practice of insider mediation through the Community of Practice (CoP) on Insider mediation for DDR. The establishment of CoP provides an opportunity for members to learn and engage in various thematic areas to enhance their competencies in the subject area. With this, terms of reference was drawn to articulate the membership, objectives and governance structure of the CoP. A capacity needs assessment was undertaken and a framework was developed in support of the engagement of members as well as other insider mediators specialized in DDR/RR. Additionally, through monthly meetings and platforms such as the WhatsApp group and Virtual Teams Space information sharing takes place.
- g. Participation in Peace Processes - Beyond the CoP some of the trained insider mediators members have since participated and been engaged and involved in the ongoing Nairobi Peace Process, on restoration of peace and security in Eastern DRC. Additionally, with the adoption of the national strategy for the implementation of the Demobilization, Disarmament, Community Recovery and Stabilization Program (P-DDRCS) for ex-combatants in DRC, some CoP members are supporting the strategy's implementation that entails active participation of CSOs at all levels and local communities, especially those that have been victims of the armed groups.

2.2 Support participation of the ICGLR fora (multifunctional youth forum, women's forum, civil society forum, private sector forum) in the ICGLR consultative process

Women, children, CSOs and private sector contribute significantly to a promising future in governance and socio-economic development. To make this contribution they should be involved in political, and development related decision-making process and be supported by inclusive and equitable economic and social policies.

However, women and youth have been marginalized in political negotiations on conflict and peace in the Great Lakes Region. Since its inception, the ICGLR has maintained that the absence of violent conflict alone is insufficient to ensure peace in the Great Lakes Region. Rather, Member States must work within a broader transformation framework that recognizes the conditions necessary for sustainable peace and development through women, youth and the participation of CSOs. The ICGLR thus considers participation of youth, women, CSOs, and private sector in its consultative processes important. Their participation has been taking place through the ICGLR Youth Forum, ICGLR Regional Women’s Forum, ICGLR Civil Society Forum, and ICGLR Private Sector Forum. Against that backdrop UNFPA was charged with the responsibility of leading activities that supported participation of youth, women, CSOs, and private sector in ICGLR consultative processes.

The key milestones and achievements on each of the three ICGLR fora focus areas included:

Women Peace and Security

The ICGLR Regional Women’s Forum (ICGLR/RWF) was created by the ICGLR as one of the forums to ensure the implementation of the Pact under its Regional Follow-up Mechanism. The Pact specifically provides that: “Member States agree to create a Regional Follow-up Mechanism which shall consist of the Summit of Heads of State and Government, the Regional Inter-Ministerial Committee, the Conference Secretariat, the National Coordination Mechanisms and the Collaborative Mechanisms or other specific structures or forums, if necessary, in order to ensure its implementation.⁴ The Pact further states that: “The Regional Follow-up Mechanism shall be based upon principles of best practice, complementarity, linkages, and collegial ownership by the Member States, in cooperation with the African Union and the United Nations and other partners.”⁵

Pursuant to the pact, UNFPA supported the following initiatives:

- a. 3rd General Assembly of the ICGLR/RWF - The project supported convening of the 3rd General Assembly of the ICGLR/RWF, which was held in Bujumbura, Burundi between 18-20 May 2022. The Assembly discussed reports, and challenges and maintained the election of a new Steering Committee and Bureau. The chair of the forum is from Burundi, and 6 more members each representing the other ICGLR Member States.
- b. Development of a five-year Strategic Plan for the ICGLR/RWF 2023-27 - The General Assembly proposed the review of ICGLR/RWF strategic direction taking into consideration the current developments in the Great Lakes Region. In furtherance of that recommendation, UNFPA with the ICGLR Secretariat supported the development of five-year Strategic Plan for the ICGLR/RWF. A consultation was organized in Kampala, Uganda from 12-14 October 2022 by the ICGLR Secretariat and UNFPA to engage the members of the executive committee of the Regional Women Fora and key stakeholders in the development of the

⁴ The Pact, Article 22 (1)

⁵ Ibid, Article 22 (2)

strategic plan. The strategic plan has since been developed and endorsed by key stakeholders for use taking this consultation as a major foundation.

The Strategy seeks to galvanize, harmonize and align the Fora's roles, mandates, and activities with the national fora in the region. In addition, a key requirement identified for the effective operation of the ICGLR/RWF was to establish a functioning Secretariat that can ensure that the day-day activities of the ICGLR/RWF are carried out. The Strategic Plan aligns and harmonizes the Regional Women's Forum (ICGLR/RWF) strategic direction with the objectives and activities of the International Conference on the Great Lakes Region (ICGLR), Women, Peace and Security (WPS) in the Great Lakes Region, National Women Fora and other Women-led organizations in the Great Lakes Region. The ICGLR/RWF Strategic Plan, 2023 - 2027 takes into account the current internal and external operating environment to enhance effectiveness and sustainability in the area of programming, policy, and advocacy in the Great Lakes Region; and builds upon ICGLR/RWF's previous achievements and takes into consideration its current operating environment.

- c. **Meaningful participation of women in peace processes** - The project mobilized high-level engagement in the key processes of ensuring the meaningful participation of women in peacebuilding and sustaining peace architecture. Among these are H E Mrs. Angeline Ndayishimiye, the First Lady of Bujumbura and Rt. Hon. Robinah Nabbanja, the Prime Minister of Uganda who attended the General Assembly of the Regional Women Fora and the Consultation held to develop the strategic plan respectively. During their remarks, both leaders emphasized the importance of providing deliberate opportunities to national and regional women's institutions in decision-making processes of the region mainly related to peace, development and wellbeing.
- d. **Great Lakes Women Entrepreneurship Network** - Together with the Office of the Special Envoy to the Great Lakes (OSESGL), the RPSF launched the Great Lakes Women Entrepreneurship Network in December 2021 to promote women involvement in business and to begin to build a network of women entrepreneurs across the Great Lakes region.
- e. **Strengthened partnerships** - The project further galvanized partnerships and collaboration among UN agencies beyond serving specific mandates, with key stakeholders such as the office of Special Envoy of the Secretary General to the Great Lakes Region, different Directorates within ICGLR secretariat and the different fora to ensure interlinkages and efficiency during implementation and beyond.

Youth Peace and Security

The ICGLR firmly acknowledges the critical role of youth in advancing peace and security in the region and recognizes the inextricable link between security and other development-related issues and has taken several laudable efforts in this regard. The key milestones by the project in furtherance of this goal included the following:

- a. Strengthening capacity of the ICGLR Multifunctional Youth Forum (RMYF) - The RMYF seeks to avail young men and women in the region a platform to engage and play a meaningful role in all the ICGLR agenda, especially on peace, security and development. The RMYF, with the buy-in of and support from Member States of the ICGLR, is the focal body and bridge between the youth in the region and the ICGLR Secretariat. In April 2018, the “Accord Establishing the Regional Youth Forum of the International Conference on the Great Lakes (ICGLR RYF) was adopted which acknowledged that “...the youth play a major role and contribute significantly to the reinforcement of peace, security, stability, poverty eradication, mutual understanding and friendship between African populations, solidarity, fraternity and good relations between States in the Great Lakes Region.” The Accord provided a veritable entry-point to kickstart and sustain the fledgling momentum for YPS in the Great Lakes.

However, since establishment in 2014, the RMYF faced the challenge of inadequate technical and resource capacity to mobilize the national forums and their constituencies. Its engagements were thus random and not based on strategic directions and therefore fell short in addressing critical needs of the youth in the region. Limited political space to engage in key decision-making processes was also another challenge that the RMYF has faced since establishment.

UNFPA through the project with the leadership of the ICGLR secretariat and the outgoing RMYF Executive Committee took major steps towards the revitalization of the regional peacebuilding movements through participatory capacity building interventions beyond the rigorous online consultation processes held with the former Executive Committee and the ICGLR secretariat that placed the foundation for the key achievements of the project.

- b. Continental Dialogue on Youth, Peace and Security – the project with support from UNDP and the AU supported convening of the Bujumbura Youth Dialogue. In its capacity as Chair of the Peace and Security Council (PSC) of the African Union (AU), the Government of Burundi hosted the dialogue in Bujumbura and online, on 23 April 2022. More than 350 young women and men from across Africa participated in the Continental Dialogue on Youth, Peace, and Security. The dialogue created a space for the participants to connect by sharing practices and innovative ideas for the implementation of the youth, peace and security agenda, in Burundi and Africa generally. The key objective of the dialogue was to promote meaningful engagement and active participation of youth in peacebuilding processes and in the formulation of peace and security policy and action plans at the national, regional and continental levels. The fact that the dialogue was co-facilitated by 4 AU Youth Ambassadors for Peace (AYAP) and the AU Youth Envoy provided the youth in the region valuable insights from among the youth leaders which was inspirational for the participants to do more. The dialogue culminated with a declaration calling on Member States to engage youth in peacebuilding under the five pillars of UNSCR 2250.
- c. Youth capacity building - A capacity building workshop was organized by the Office of the Special Envoy to the Great Lakes Region (OESG-GL) and UNFPA in partnership with the ICGLR Secretariat and the AU Youth 4Peace on 17-20 October 2022 in Nairobi Kenya. The workshop sought to mobilize young peacebuilders in

the Great Lakes Region to explore their potential and assess the bottlenecks facing youth-led peacebuilding initiatives. Key stakeholders such as the EU, AU, OSESG-GL, ICGLR secretariat, the AU Youth Envoy, UN agencies mainly UNFPA and UNDP engaged with the youth leaders drawn from 16 countries. The workshop created opportunities to further promote the role of youth in sustaining peace at national peace processes and also at the community level, by analysing the systematic and structural barriers, local mechanisms and capacities. It lifted the regional level discussions and promoted an enabling environment at the national level for shifting the discourse and opened up opportunities for youth to effectively participate in peacebuilding processes. It was also used as a forum to consult and brainstorm on the strategic areas for regional youth led peacebuilding initiatives to go forward. The inputs compiled from this consultation have informed the 5 years strategic plan for the regional multifunctional youth forum.

- d. RMYF 5 Year Strategic Plan – The project supported development of a five-year RMYF strategic plan. The process for developing the Strategy relied on extensive consultations with different categories of stakeholders. The consultations included virtual and on-site meetings with a wide range of youth leaders in the ICGLR and a Technical Working Committee comprising staff of the ICGLR Secretariat, mediation experts, representatives of youth organisations, and consultations with the staff of major UN entities such as OSESG-GL, UNFPA and UNDP. The consultations included interactions with participants that attended two major events: (1) Capacity building workshop on youth peace and security to youth-led in the Great Lakes Region, 17-20 October 2022; and (2) Regional Youth Forum General Assembly, 1-3 November 2022. The consultations provided rich insights/data that supported the development of the strategic plan, plan of action and insights into the best pathways for the operationalisation of the RYF Secretariat.
- e. RMYF General Assembly – Despite being the supreme organ of the Forum, the last General Assembly was held in 2016. Holding a General Assembly had been identified as a priority action to support the functioning of the Forum. The General Assembly was organized by the Regional Youth Forum, in collaboration with the ICGLR Executive Secretariat, Office of the Special Envoy for the Great Lakes, and the East and Southern Africa Regional Office of the United Nations Population Fund (UNFPA) from 1-3 November 2022. In preparations for the General Assembly, the RYF conducted two Executive Committee meetings; one on the 23rd of September 2021 and the other on 8th October 2021 centred around convening the General Assembly, and action planning. The overall objective of the General Assembly was to support the effective, efficient and sustainable functioning of the Regional Youth Forum, including its active participation in the ICGLR consultative processes. Through the newly elected national fora representatives from the 12 Member States, the General Assembly was able to strengthen and engage with the national level of the Forum; considered activities undertaken by the Forum; reviewed and adopted a regional action plan (addressing for example partnership, resource mobilization, monitoring and accountability and secretariat functionalities); and identified capacity building needs that are incorporated in the five years strategic plan. The General Assembly culminated with the elections of the executive committee of the fora which followed a democratic process as per

the Accord and identified youth leaders delegated from each member state based on criteria adopted by the assembly mainly which considered the age bracket to give chance to emerging youth leaders.

- f. Strengthening and working with national youth networks - While strengthening the regional youth platforms is a critical step, the experience from this project reaffirmed the fact that the similar efforts should be exerted to strengthen and mobilize national youth forums through direct support of Member States and country focused stakeholders. UNDP and UNFPA thus embarked on a new initiative that focused on strengthening and working with national actors mainly youth networks to initiate and strengthen initiatives toward developing and implementing national action plans. Accordingly, national dialogues were conducted from September - December 2022 in DRC, Burundi and Rwanda to inform national-level youth peace and security initiatives. In the Democratic Republic of Congo (DRC), the process of appropriation and implementation of UN Security Council Resolution (UNSCR) 2250, on the Youth, Peace and Security agenda, culminated with establishment of the National Technical Secretariat on the implementation of UNSCR 2250 in DRC (STN2250), as well as adoption of the National Action Plan (NAP) on YPS on 12 August 2022. As part of this initiative, south-south experience mission was conducted from DRC to Burundi to enhance cross learning and collaboration.
- g. Participation of women and youth in electoral processes - The project also supported and facilitated the participation of women and youth leaders in the election monitoring missions of the elections happened in Kenya and Angola in 2022. The Regional Youth Forum (RYF) executive members also participated as part of the ICGLR Election Observer Mission in Zambia in August 2021. The support demonstrated the progress toward opening political platforms to the observation of women and youth.
- h. Regional Youth Action Plan 2021-22 - The RYF developed a Regional Youth Action Plan 2021-22 and planned calendar of events. Due to a lack of resources many of these activities were however not carried out.

Strengthening the role of CSOs including women and youth-led organizations and the engagement of the private sector in the ICGLR.

In 2002 at a conference in Nairobi, the joint UN/AU Secretariat of the GLR appointed the Mwalimu Nyerere Foundation as the Regional Coordinator of Civil Society inputs to the ICGLR process. Four years later, in December 2006 also in Nairobi, the Regional Civil Society Bureau was established but was not able to meet until July 2011. At the Bujumbura meeting, the Regional Civil Society Forum and its structures were set up and the newly established Regional Coordination Committee (RCC) was tasked to prepare strategies that would facilitate the operationalization of the Forum and identify priority actions as well as recommendations for effective coordination of civil society action. A strategic plan and annual action plan were also developed not long after.

However, implementation of the action plan has been slow due to among other things, lack of funds, the absence of an administrative Secretariat to run the day-to-day

business of the RCSF, and the absence of National Civil Society fora in all member states which form the General Assembly. The Mwalimu Nyerere Foundation has been serving as a provisional Secretariat and has been able to raise awareness of regional activities and improve working relations with governments and other partners including the office of the Special Envoy to the UN Secretary General and Great Lake Partners which has facilitated the establishment of 9 national Civil Society Fora in CAR, DRC, Kenya, Rwanda, South Sudan, Sudan, Tanzania, Uganda and Zambia. Because of the absence of a Secretariat, there has not been effective coordination of the Regional Forum's activities and consequently progress in establishing national Civil Society fora has been slow which in turn has affected the ability to hold general meetings as specified in the Accord establishing the Regional Civil Society Forum. Against this context the project supported the following initiatives:

- a. UCGLR -RCSF General Assembly – Since establishment the RCSF had only met twice in July 2011 in Bujumbura and in March 2016 in Dar es Salaam. That is notwithstanding the fact that it is supposed to meet every two years. Against that background and in the absence of a Secretariat of the Forum, the regional CSO Fora with the support of UNFPA, the Mwalimu Nyerere Foundation and the ICGLR Secretariat convened the 3rd General Assembly from 5-6 October 2022 at Dar es Salam, Tanzania. The General Assembly was attended by the higher officials of ICGLR and the Minister for Constitutional and Legal Affairs, Hon. Dr Damas Ndumbaro. This intervention has reignited momentum and background work that was done to locate the secretariat in Dar es Salam, Tanzania. To increase linkage and cross-learning, the executive committee members of both women and youth regional fora attended the General Assembly.
- b. Other activities supported by the project related to engagement with the CSOs and the Private Sector and include the following:
 - RPSF developed a five years strategic plan in consultation with key stakeholders which will progress and systematize their engagement with ICGLR and cross-border trading and peacebuilding actions,
 - RPSF partnered with the Africa Private Sector Summit (APSS) conference on creating an enabling environment for doing business in Africa. Series 1 took place online in March 21, and Series 2 took place in Accra in October 2021;
 - Various chambers represented in the RPSF participated in the East Africa Trade and Investment week held in Dar es Salam, August 2021;
 - The IRYF hosted a High-Level Peace and Security Symposium in Nairobi, September 2021;
 - The RPSF participated in the ICGLR Conference on illicit trade and exploitation of natural resources held in Khartoum, September 2021; and
 - RPSF participated in the making of the ICGLR Strategic Plan, Gender Policy, and various inter-ministerial committee sessions.
 - The RPSF hosted the ICGLR Executive Secretary Amb. Caholo for a courtesy visit in April 2021 during his official visit to Kenya; and
 - Conduct of an Institutional Needs assessment of all the five Fora (Youth, Women, Civil Society and Private Sector) of the ICGLR in 2019. The Report of the assessment of was finalised in January 2020.⁶ The purpose of the

⁶ The United Nations Population Fund East and Southern Africa Regional Office (UNFPA ESARO), ICGLR FORA Organisational Assessment Final Report, January 2020.

assessment was to support the strengthening of the Youth, Women, Civil Society and Private Sector Fora.

3.1 Domestication of the ICGLR Protocol strengthened

As a result of recurrent conflict in the Great Lakes Region, women and children in the region continue to experience different forms and heightened levels of violence including sexual violence. The domestication of the Protocol on the Prevention and Punishment of Sexual Violence Against Women and Children seeks to protect women and children against sexual violence. UN WOMEN was responsible for supporting enhancement of efforts to domesticate the Protocol and to providing an opportunity for regional cooperation on addressing impunity; and evidence on the progress and impact of domestication.

At the ICGLR Special Heads of State Summit on High Levels of SGBV held in Kampala, Uganda, in 2011, the heads of state noted the impunity attached to the commission of SGBV, due in part to the protracted processes for prosecution of SGBV cases and inadequate services to survivors. The Outcome of this Summit was the Kampala Declaration⁷ which included among others the development of a model law to fast track SGBV cases (Article 8), *“Direct concerned ministries to establish and strengthen special courts, sessions and procedures to fast track SGBV cases in the Police and Judiciary (with adequate financing facilities and gender sensitive officers) within 12 months after this Summit and Special Session on SGBV (2011) to improve access to justice and protect SGBV victims/survivors in line with Article 6(5) of the ICGLR Protocol 2006 on prevention and Suppression of Sexual Violence Against Women and Children.”*

The key Milestones for this Output were:

- a. An evaluation of the status, impact and effectiveness of domestication and implementation of the ICGLR Protocol on Prevention and Punishment of Sexual Violence Against Women and Children - A status report on the establishment and strengthening of special courts/mechanisms for fast tracking sexual offences in the criminal justice system in the Great Lakes countries was conducted in 2019.⁸ 3 countries had special courts for SGBV cases (Burundi, South Sudan, and Zambia), 3 countries had special sessions within the regular courts for hearing SGBV cases (Angola, Uganda, and Zambia) and 9 Member states had special procedures for hearing of SGBV cases (Burundi, Democratic Republic of Congo, Republic of Congo, Kenya, Rwanda, South Sudan, Sudan, Uganda, and Zambia) have procedures/mechanisms to fast-track prosecution of SGBV cases.⁹ These measures were fairly recent with no monitoring system to track impact. The consultant however came up with criteria for good practices that contribute to impact; viz. a victim centred approach, offender accountability, a comprehensive, coordinated, and a multidisciplinary approach of all the stakeholders in the prosecution process (police investigators, prosecutors, defense team, judge,

⁷ Sourced at <<https://www.icglr-rtf.org/publication/view/kampala-declaration-2011/>> 10 Nov 2022.

⁸ See Annex 1, “Progress made in the establishment and strengthening of special courts/mechanisms for fast tracking sexual offences in the criminal justice system in the ICGLR” pp1-24; Florence Butegwa, 2019

⁹ Ibid, p. 18

survivor and social worker); specialized expertise in gender and SGBV that challenges deeply held gender biases and stereotypes that tend to blame the victim; and adequate resources for the proper functioning of the justice system and accessibility of the survivor/victim to the services. It is important to note that the Regional Training Facility of the ICGLR in Uganda, was set up for providing this kind of training.

- b. A model law for fast tracking SGBV cases was developed based on the good practices of the 3 procedures outlined above, and the criteria for an impactful outcome. The model law highlights the advantages of each system but notes the importance of addressing the criteria for an impactful outcome whichever system was employed. The model looks at the knowledge and skills required for a gender responsive approach to addressing SGBV outside the normal training of the stakeholders in the justice system, the infrastructure of the courts, the services to the survivor, and the application of the law within the cultural context of the survivors, among others. In Uganda for example, it is not culturally appropriate to articulate some elements of a sexual offence, such as penetration. A witness for example said to the magistrate that the alleged offender made her his wife. This did not satisfy the element of non-consensual sex and penetration, and the magistrate was most impatient with the witness and granted a recess for the witness to compose herself and state exactly what the law required. This of course did not happen. To overcome this technical requirement and through gender training for members of the court, dolls are used for witnesses to demonstrate penetration and to avoid the verbal articulation of the elements of the crime.
- c. Model law, Report on Special Courts, and Report on the Implementation of the Kampala Declaration were approved in a convening of Ministers of Justice and Gender of all 12 member states of the ICGLR, in Brazzaville in 2019¹⁰. What remains pending is a summit of Heads of States for the formal adoption of the Model Law that will make domestication easier for Member States.
- d. A Rapid Assessment of Effectiveness of Special Courts and Other Measures for Fast-Tracking Sexual and Gender Based Trials was done in 2022, based on desk reviews¹¹. The findings state that all countries had developed some form of fast track mechanisms with varying impacts and that a few challenges still persist. Zambia was noted for its emerging good practice on survivor-centered services. It operates a comprehensive service of specialized skills in addressing GBV for all stakeholders in the prosecution process, integrated services for survivors, and training in entrepreneurship and access to financial services for the most vulnerable. Uganda was noted as having a good practice in capacity building and training. The Judicial Training Institute (JTI) has developed a training manual for judicial officers on GBV and conducts training for all stakeholders in GBV prosecution. Overall, there is more confidence in the justice system and mechanisms in place to improve access to justice for survivors.

¹⁰ Annex 2, Final Communiqué, “High Level Consultation of the Ministers of Gender and Justice from the ICGLR Member States on the Implementation of the Kampala Declaration; 27 November 2020, Brazzaville, Republic of Congo.

¹¹ Special Courts and Other Measures for Fast-Tracking Sexual and Gender Based Trials: A Rapid Assessment of Effectiveness; F Butegwa, November 2022.

- e. Study on the gender impact of COVID-19 in the Great Lakes - The COVID-19 pandemic saw an increase in SGBV globally, including the Great Lakes region, many resulting from intimate partner violence and other forms of domestic violence. Africa adopted a robust health response to COVID-19 that included closure of international borders, internal lockdowns of affected communities to localize the infection, increase in vital health care facilities, clinical management of severe cases and access to water and sanitation facilities, isolation of infected individuals, and closure of schools and colleges. This mostly spared Africa high levels of infection and death resulting from the pandemic compared to countries in the global north. Africa accounted for only 3.6% of global infections and deaths. These health saving measures came with severe social and economic consequences, especially for women and girls. Cross border trade was affected, women lost jobs and income, and there was a sharp increase in SGBV cases and limited access to relevant services to address this. UN WOMEN commissioned a study on the gender impact of COVID-19 in the Great Lakes¹², followed by a virtual meeting of technical experts in the Ministries of Gender in the ICGLR States and relevant women's organisations to discuss the gendered impact of the pandemic in the Great Lakes and the measures adopted by the AU meeting of ministers of Gender on 12 May, 2020, to address the situation. Unfortunately only 4 of the ICGLR member states attended the AU led meeting.

The Study on the Gender Impact of the pandemic in the Great Lakes showed a 777% increase in reported cases of SGBV in Kenya in May 2020, compared to January 2020; In Uganda, 56% of 5,000 women interviewed by the Uganda Bureau of Statistics (UBOS) had experienced SGBV from their partners, and the prolonged school closures resulted in an increase in teenage pregnancies and consequently school drop outs in the region.

To address the social and economic consequences of the health measures, the AU in partnership with UNECA and UN WOMEN in May 2020, organized a virtual meeting of Gender Ministers to address the negative gender impacts of the pandemic and come up with measures to address the unintended social and economic outcomes of the health measures. The meeting came up with *Guidelines on Gender Responsive Responses to COVID-19 and Enhancing Women's Leadership in COVID-19*¹³. Unfortunately only 5 countries in the Great Lakes attended this meeting, viz. the Democratic Republic of Congo, Kenya, Uganda, Burundi, and Rwanda. To address this lack of participation and awareness of the Outcome, UN WOMEN supported the ICGLR Secretariat to convene a technical experts of the Ministries of Gender in the Great Lakes and relevant civil society organisations to deliberate on the findings of the study on the gendered impact of COVID-19 on the Great Lakes countries and discuss the AU Guidelines on Gender Responsive Responses to COVID-19. 8 member states, viz. Angola, Burundi, Democratic Republic of Congo, Kenya, Uganda, Rwanda, South Sudan, and Zambia. The meeting adopted the measures for a gender

¹² Annex 3, A Report on the Impact of COVID-19 on Women and Girls in the Member States of the Great Lakes Region and measures adopted to Respond to the Situation; Dora Byamukama, Nov. 2022.

¹³ Sourced at <<https://au.int/en/documents/20200603/au-guidelines-gender-responsive-responses-covid-19>> accessed 13 Feb 2023.

response developed by the AU and requested ICGLR member states to develop a monitoring framework for monitoring implementation and to report biannually¹⁴.

3.2 Raising awareness among Member States about the seriousness and severity of gender-based sexual violence and the impact of such crimes

With the recurrent conflicts in the Great Lakes Region, women and girls continue to experience gender-based sexual violence which has serious impact on their well-being. The purpose of this output was to raise awareness among Member States about the seriousness and severity of gender-based sexual violence and the impact it has on women and girls in the region. There were 4 indicators for this Output; (1) number of stakeholders sensitized on the provisions of the Protocol, (2) number of awareness-raising and training workshops on the prevention and suppression of SGBV and holistic service delivery, (3) ICGLR disposes of a comprehensive training approach for conducting SGBV training in the ICGLR member states, and (4) the number of ICGLR member states adopting and implementing national SGBV training plans. There were several milestones in this Output:

- a. Training on Sexual and Gender-Based Violence for media practitioners in the ICGLR states - In December 2020, UN Women in collaboration with the ICGLR Training Facility carried out Training on Sexual and Gender-Based Violence for media practitioners in the ICGLR states. The training was conducted virtually on 9-11 December 2020. The training focused on senior journalists from 11 of the 12 ICGLR member states on sexual and gender-based violence and the skills necessary for reporting and accountability. During the training a Draft Media Action Plan on Sexual and Gender-Based Violence Accountability was developed. The Action plan outlines key outputs for sexual and gender-based violence accountability and the related indicators, targets, activities, and baselines. Also, during the training, a Great Lakes Media Campaign Against Sexual and Gender-Based Violence was launched. The objectives of the training included:¹⁵
 - Equipping media professionals with knowledge on SGBV; its nature, prevalence, various forms and impact and the skills and attitude required to effectively report on SGBV to increase quality and frequency of informed media coverage on SGBV;
 - Equipping media houses with information on the content and aspirations of the ICGLR Protocol on the Prevention and Punishment of Sexual Violence Against Women and Children;
 - Developing a Regional Action Plan on SGBV Accountability in the Great Lakes; and
 - Launching a Great Lakes Media Campaign Against SGBV.

Other key activities and results under this Output and indicators were as follows: -

¹⁴ Annex 4 Technical Experts Meeting of ICGLR Ministries in Charge of Gender to Deliberate on Measures put in place to Address the Gender Impact of the Covid-19 Pandemic; and Report on Measures Implemented in Conformity With AU Agreed Measures on Addressing the Covid-19 Pandemic and Gender; Dora Byamukama, Nov. 2022

¹⁵ UN Women Report on Combating SGBV During Covid-19: Media Training Workshop, 9-11 December 2020.

- The 2017 report on progress of implementation of Kampala Declaration was updated and validated (See 2020 Report)
- Updated Report on implementation of the Kampala Declaration and Draft Model Law for prosecution of SGBV cases were presented at the Ministers' meeting in Brazzaville and included in the Communiqué .
- Solidarity missions to DRC & Burundi advocated for women's increased representation and participation in politics. In DRC elections, women's political representation increased from 6% to 17%. In Burundi, the Government of Burundi committed to respect the women's quota in the elections, which was done. (See 2020 Report)
- 6 out of 8 target groups identified for sensitization of the Protocols was achieved; viz. prosecutors, judicial officers, media, traditional leaders, religious leaders and civil society organisations. (See 2020 Report)
- ICGLR has a training manual on SGBV but requires revision based on the shortcomings in the various legislations and procedures in some of the member states and the need for a victim centred approach to SGBV prosecution of SGBV cases.
- Comprehensive SGBV training of religious and traditional leaders in 2022 on their role in prevention and management of SGBV . Leaders came out with an Outcome Statement on their commitments to supporting awareness raising, partnerships with state and non state actors on SGBV prevention, protection of survivors and monitoring activities of state actors, among several other commitments.

3. Challenges Faced in the Implementation of the Project

The main challenges in implementation of the project by the three participating UN agencies included:

- a. Covid 19 Pandemic: The impact of restrictions connected to COVID-19 pandemic impacted the overall project performance and mode of implementation of planned activities. This caused delays in the implementation of various activities. Some activities were postponed, and others adapted to the prevailing context, i.e. virtual instead of physical activities. This resulted in reliance on virtual meetings and engagements which whole cost effectiveness limited in person engagements and follow up with key interlocutors coupled with challenges of access and constraints over connectivity. For instance, as COVID-19 pandemic 'evolved both globally for travels and locally, and for a mix of security, political and medical reasons, the course schedule, and timings for the trainings and convenings proved to be a significant moving target that required intensive review and changes.¹⁶ Due to restrictions of movement put in place in response to COVID-19 and lack of alternative modalities of implementation, the Insider mediation DDR training was conducted virtually in April 2021. Further, while a dual English and French training was conducted, the high numbers, in combination with internet connectivity challenges 'stretched the ability of the facilitation team and made delivery challenging for both facilitators and participants.¹⁷

¹⁶ ICGLR, UN, EU, GIZ, Insider Mediation for Disarmament, Demobilization, and Reintegration Training Course Report 20 – 28 April 2021.

¹⁷ As above.

- a. Capacity and funding gaps: In addition to challenges linked to Covid-19 pandemic, funding gaps affected implementation of activities. While the EU funding provided needed seed funding and resources for implementation of the project, gaps subsist for follow up and scaling of efforts. The limited resources from Member States contributions as well as from other sources of funding continue to constrain sustainability of the initiatives already initiated, which reaffirm the need for a sustainable joint resource mobilization strategy beyond one funder.
- b. Inadequate legal, regulatory and policy - There are still gaps in the law in some countries that affect implementation at national level. Relative to SGBV for instance, in Zambia, the Anti Gender-Based Violence Act refers to the Criminal Procedure Code and Penal Code for criminal trials. While the Act permits the cases to be tried by a magistrate court, sentencing must be done by the High Court, resulting in delays. Certain administrative processes also frustrate trials like the Police Form in some countries required to start investigations have to be signed by a medical or health official. The forms are not always available and health officials do not always cooperate by filling it as they do not want to spend time attending court to give evidence. To strengthen the effectiveness of legal and policy frameworks there is need for all Member States to institute a holistic victim centred approach that includes full access to services and reparations for survivors, and comprehensive gender training for all stakeholders in prosecution processes.
- c. Political sensitivity of certain matters: The political sensitivity connected to initiatives in support of DDR/RR processes impacted the implementation of some of the activities because of the evolving political developments;
- d. Slow adherence to commitments under the Pact. The slow adherence to commitments made under the Pact undermines the realisation of the objectives of the project.
- e. Limited capacity of ICGLR institutions. The limited technical capacity of ICGLR Secretariat, ICGLR Fora and decentralized structures makes them highly dependent on external resources. This affects implementation and follow up of project activities, and makes them prone to activity based programming. For instance, the Summit of heads of States is yet to be convened since the start of the activities of the project and project closure for the results and outcome documents to be presented to them. This limited the information getting to the highest levels.
- f. Limited technical staff in ICGLR affected their capacity to deliver and report on funding advanced to them in a timely manner. Ad hoc funding by Member States also affected the hosting of meetings to advance adoption of important milestones.
- g. Weak institutionalization of fora structures and knowledge management which constrained follow up of agreed actions, implementation, follow up and transitional processes. While the project created momentum, the project interventions were still *ad hoc* and short term due to limited institutionalisation of

some of the fora structures such as functional coordinating secretariats. Most of the ICGLR fora do not have their own functioning secretariats, and many don't have bank accounts. The absence of established and functioning secretariats means that it is difficult to raise and receive funds to carry out their activities. At the beginning of 2022 none of the Host Agreements with the various host governments had been signed. (Although the Government of Kenya did sign the Host Government Agreement with the RYF in early 2022, but the RYF secretariat has yet to be established). Without functioning secretariats the fora, it means that the fora become dependent on the goodwill of volunteers who are themselves extremely busy with their normal jobs and other commitments. These challenges provided implementing partners a significant challenge on how to fund the programme activities. As a result a decision was taken to fund these directly through the UN agencies such as the UNFPA country offices.

- h. The ICGLR Secretariat itself has struggled with funding and staff to provide the necessary support to the ICGLR fora. In addition, there is a perception of inadequate political will' to provide the necessary support required for the foras to be fully integrated and supported by the ICGLR. However, a shift was notable in 2022 with the appointment of a number of Directors who are responsible to oversee the various fora. This made a significant difference to the achievement of the outputs of the programme activities. However, despite the improved operations, the ICGLR Secretariat still endures capacity and funding constraints that is necessary to implement the activities related to the supporting the fora.
- i. Disengaged/ Demotivated Regional Fora Leadership. Many of the fora leadership have been in place since 2016 when they last conducted their General Assemblies, with the effect of fairly disengaged and demotivated leadership amongst the fora at a regional level. The absence of strong and motivated leadership at the regional fora level meant that it was difficult for implementing partners to engage with relevant counterparts and work effectively in partnership with the ICGLR fora leadership to ensure ownership of the programme activities. In the case of the RYF and RPSF, there was no real engagement with elected leadership of the fora, and in the case of RWF and RCSF, there was only the fora presidents still in office. This provided a significant challenge for the project to work at engaging the fora leadership and trying to ensure that they participate fully in the programme's activities and outputs. Through the project, the convening of General Assemblies of the RWF, RCSF and RYF, and the resulting election (in the case of the RCSF re-confirmation) of new leadership for the fora, has reignited momentum for the fora. However, the new leadership need further institutional capacity building and mentorship to keep the momentum and to sustain the gains.

4. Lessons Learnt

Several lessons learned were identified during implementation of the project's activities.

a. Implementation

- Implementation of activities by participating UN organisations needs to consider the changing political developments in the region and adapt

accordingly. As noted in the challenges section, some of the activities conducted under the project are politically sensitive and their implementation is likely to be impacted by evolving political developments.

- Collaboration, synergy and building on comparative advantages of different UN agencies, GIZ, EU, and the ICGLR can play a catalytic role that can lead to transformation at local, national, and regional level. This lesson can be drawn from activities such as the successful trainings that have been conducted in partnership between participating UN organisations, EU, GIZ, and the ICGLR. Difference in funding and implementation modalities by the two main implementing partners - UN and GIZ created some challenges for activities that were to be co-funded. In one case ICGLR ended up using funds advanced to them by the UN to fund budgets that had been tasked to be funded by GIZ.
- The complementary mandates of UN agencies engaged in the project implementation made it possible to provide comprehensive and integrated support to ICGLR and its mechanisms. Hence joint programmes proved to be efficient and effective under such challenging working scenarios and politically sensitive projects.
- Gaps in the implementation of some of the activities under various outputs present a reputational risk for the participating UN organisations, EU, GIZ, and the ICGLR. This is because these entities may be perceived negatively by stakeholders such as CSOs, NGOs, and other community groupings when there is no follow up or completion of already started initiatives. This may impact future programming where the project closes without any follow up and support to initiatives that had already begun in collaboration with CSOs, NGOs, and other community groupings in the region. Further and sustained engagement with local-level actors in the implementation of activities is thus critical to ensure ownership of the various processes and the results, as is good knowledge of the local contexts, and local languages.
- ICGLR's convening power is critical and should be leveraged to bring together all relevant stakeholders in the Great Lakes Region in support of the project. The success of the projects within the Great Lakes Region cannot be realised without closer coordination and engagement on the principles of partnership and collaboration and co-creation with the ICGLR which calls for greater enhancement of its capacity to increase, efficiency, effectiveness, and sustainability of similar initiatives.
- Impact and results take much longer than project cycles to be evident and measured. While convening events and implementing activities led to some of the project expected outputs, it is important to plan and programme with a much longer horizon and empower the target stakeholders to own and drive implementation and follow up.

b. Resource Mobilisation

- Availability of funding has been one of the major obstacles that have undermined the achievement of the activities that UNDP, UNFPA, and UN

WOMEN had set to carry out under the project. Thus, a key lesson that can be drawn from this is that there is a need for a predictable, flexible, and sustainable joint strategy to raise and disburse funds to the entities implementing various activities.

5. Emerging Opportunities

Based on lessons learnt and the experience of the agencies in implementing the project the following opportunities emerged and should be further followed up and seized upon in a future project design and support.

- a. Existing partnerships with CSOs and ICGLR focused structures including the women and youth Fora national NGOs, women's groups, and traditional leaders to continue shaping and strengthening insider mediator capacities to support DDR/RR processes at regional, national, and local levels provide an opportunity to promote trust building dialogue and address the challenges presented by activities of armed groups in the Great Lakes Region.
- b. Use of technology and innovation should be scaled up to raise awareness among Member States about the seriousness and severity of gender-based sexual violence and the severity of such crimes. A WhatsApp group of those trained by the project by UN Women demonstrates that it can be an effective tool and platform for regular exchange. The group since its formation has remained very active to date with postings of all their activities on gender and SGBV prevention. It provides a great opportunity for follow up including the implementation of the Action Plan. Also, UN Women can have a strategic engagement with leaders and staff of relevant member states' institutions to ensure the integration of activities that raise awareness of in undertakings of those institutions.
- c. Religious and traditional leaders are strategic partners in SGBV prevention and insider mediation due to the wide audience they interact with. Their proposed collaboration with other groups such as media, provides a formidable platform to hold duty bearers accountable by monitoring and engaging them in their common stated interest
- d. A heads of state Summit for the ICGLR is planned for 2023. Political will should be mobilized by Ministries of Gender and civil society activists to put the approval of the Model Law for fast tracking of GBV Cases on the agenda. The progress made and good practices will be an incentive to countries that have not yet adopted fast track measures to do so, and for those who have the measures in place, they can improve on the measures by adopting the good practices.
- e. The manual developed by the JTI in Uganda, could be used to revise the current manual being used by the ICGLR RTF in Uganda. With funding ICGLR RTF could collaborate with the JTI to train more stakeholders and monitoring and advocacy can be done to push for more state action for addressing shortcomings in legislation and procedures.

- f. There is an opportunity to build on activities undertaken in 2021 and 2022 to strengthen and operationalize the fora including activities already outlined in the Regional Youth Action Plan 2021-22 and the Great Lakes Women Entrepreneurship Network launched by the RPSF.

6. Recommendations

Several recommendations aimed at building and consolidating the gains made include the following:

a. Implementation

- Ensure increased involvement of local partners at the national level and the regional mechanism - the ICGLR and its various foras in the implementation of various activities under the project to enhance ownership of the project and its outputs.¹⁸ This will create synergies and ensure various activities meet the realities on the ground. This is also likely to lead to sustainability of the impact achieved following the implementation of different activities in the region.
- Consider evolving political developments and ensure the application of both political and conflict sensitive lens to the activities implemented in the context of such a region. This should also entail finding ways to develop contingency measures and mitigate the impact of political changes that are likely to impair the achievement of various objectives of the activities being implemented.

b. Communication and advocacy

- Both internal and external communication should be improved to take advantage of synergies and showcase the activities undertaken by participating UN organisations to a broader audience.¹⁹ Essentially, communication and advocacy should be conducted in a way that can be understood by the relevant national and local stakeholders.

c. Institutionalisation and capacity strengthening

- The capacity of the ICGLR and its various foras are critical for the successful implementation of project activities in the Great Lakes Regional. For peace and security to be sustainable in the region, there needs to be an active engagement of the youth, women, and civil society from the region. To realise their full potential
 - Provide an enabling environment that provides a legitimate space for youth, women, civil society, and the private sector to effectively engage with the issues impacting peace and security in the GLR. One such key platform is the ICGLR.

¹⁸ ICGLR, UN, EU, GIZ, Insider Mediation for Disarmament, Demobilization, and Reintegration Training Course Report 20 – 28 April 2021.

¹⁹ See UN, EU, GIZ, Regional Project on Peace and Security in the Great Lakes Region Meeting Minutes Extended Technical Coordination Committee 08 December 2021, 09.00 – 11.00am Bujumbura time.

- Cultivate political will and support from the ICGLR Secretariat and Member States to the fora to be able to effectively participate in the consultative processes of the ICGLR.
 - Establish and strengthen fora secretariats with dedicated staff and funding to carry out the day-day activities in support of the regional strategies and actions plans, and implement the strategic action plans of the fora.
- The project through the EU-funded programme has contributed to developing significant momentum in building the capacity of the ICGLR and various fora despite the many challenges faced. This support should continue by the EU and other partners to ensure continued momentum and sustainability which in return guarantee value for money.

d. Alignment with priorities and strategic plans of the ICGLR

- While UN partners are and can continue to implement projects, such initiatives should be closely aligned with the strategic plan and priorities of the ICGLR and co-created with its various forums. Given the limited capacity of the Regional mechanisms, projects should include capacity strengthening dimensions as part of implementation.

Provision of adequate resource and sustainable financing

- Considering that availability of resources has been a key challenge that has undermined the implementation of many activities by the participating UN organisations, a predictable, flexible, and joint sustainable strategy/plan to raise resources and enhance capacities should be developed. There should also be timely disbursement of funds to the relevant actors/partners to support implementation of the scheduled activities.
- Despite key milestones achieved through this project, gaps identified in the implementation of this first phase of the project show that much more funding is required for the full objectives and results to be realised. It is hoped that a further funding would be made available to identify the gaps and to provide the technical capacity required for time implementation and reporting, both within the UN Agencies and the ICGLR Secretariat.

Workshop Report on Validation of Insider Mediation for Disarmament, Demobilization and Reintegration (DRR) Community of Practice



November 16, 2022
Radisson Blu, Upperhill
Nairobi, Kenya



i. About the Workshop

The Validation Workshop was expected to leverage the regional experience of insider mediators in the Great Lakes region. The objective of the workshop was to formalize the existence of the Community of Practice (CoP) on Insider Mediation for Disarmament Demobilization, Repatriation, Reintegration and Resettlement (DDR/RR). Furthermore, the workshop's main objectives included;

- Enhance a shared understanding of the purpose of the CoP
- Validate the membership and governance structure of the CoP
- Identify further the needs and opportunities to inform the CoP, and;
- To identify approaches for a sustainable CoP

ii. Welcome and Introductions

UNDP Governance and Peacebuilding Analyst led participants through a brief introduction of their names and engagement in the Great Lakes region.

iii. Abbreviations and Acronyms

CoP	Community of Practice
DDR	Disarmament Demobilization, Reintegration
DRC	Democratic Republic of Congo
GLR	Great Lakes Region
ICGLR	International Conference on Great Lakes Region
IM	Insider Mediation
RR	Resettlement and Reintegration
SMART	Specific, Measurable, Achievable, Relevant and Time-bound
ToR	Terms of Reference
UN	United Nations
UNDP	United Nations Development Program



The Workshops Proceedings

1. Validation of Insider Mediation for DDR/RR Community of Practice

1.1. Introduction

UNDP Governance and Peacebuilding Analyst, participants Rickie-Nelly Ndagano and Eddy Byamungu would facilitate the review of each section of the proposed terms of reference for the membership and structure of the Community of Practice (CoP). She noted that while monthly meetings for the CoP had been going on albeit informally, it was envisioned that the CoP would now be formalised. This would in turn also provide clear guidelines on the membership criteria and governance structure for joining the Community.

1.2. Objectives of the Validation Workshop

The UNDP Governance and Peacebuilding Analyst pointed out that the Validation workshop was expected to leverage the regional experience of insider mediators in the Great Lakes region (GLR). Overall, the objective of the workshop was to formalize the existence of the community of practice (CoP) on insider mediation (IM) for DDR/RR.

The specific objectives of the workshop were to:

- Enhance a shared understanding of the purpose of the CoP
- Validate the membership and governance structure of the CoP
- Identify further the needs and opportunities to inform the CoP, and
- To identify approaches for a sustainable CoP

1.3. Summary of the Validation Process

The facilitators systematically guided the participants through the draft terms of reference that provide a framework to formalise the CoP for Insider mediators engaged in DDR/RR in the Great Lakes region. The draft terms of reference comprised six areas; the purpose and objectives; strategic areas; principles, membership and governance structure; resourcing and key tasks.

During the discussions, it was emphasised that the draft was a working document for members to improve and tailor to their needs. Moreover, it ensures clarity on who constitutes members are and how to engage within the CoP as well as with other similar structures.

There were some concerns raised on how the formalization of the CoP would be structured and from where it would draw its mandate. It was agreed that the CoP could operate under the ambit of ICGLR. “Mediation is a security issue- it touches on the region and security is driven by the state, communities are the stakeholders,” a participant stated arguing for the CoP to operate under the auspices of ICGLR.



Some participants then lamented that the debate on the CoP had turned anticipatory and urged for a step-by-step approach to the document review. One of the facilitators strongly implored that participants focus towards enriching the CoP document. Thereafter, a suggestion was adopted for a select team to be formed to tease out very SMART objectives for adoption. The idea was reinforced and the working group was tasked to look into the CoP document and incorporate suggestions or ideas from the plenary. Meanwhile, all other sections of the CoP document elicited similar contestation as did the objectives.

1.4. Conclusion

Following the working group's discussions, and thereafter guidance from ICGLR and UNDP it agreed that the Terms of reference once revised by the members would be shared with ICGLR to provide a basis for discussions with UNDP.