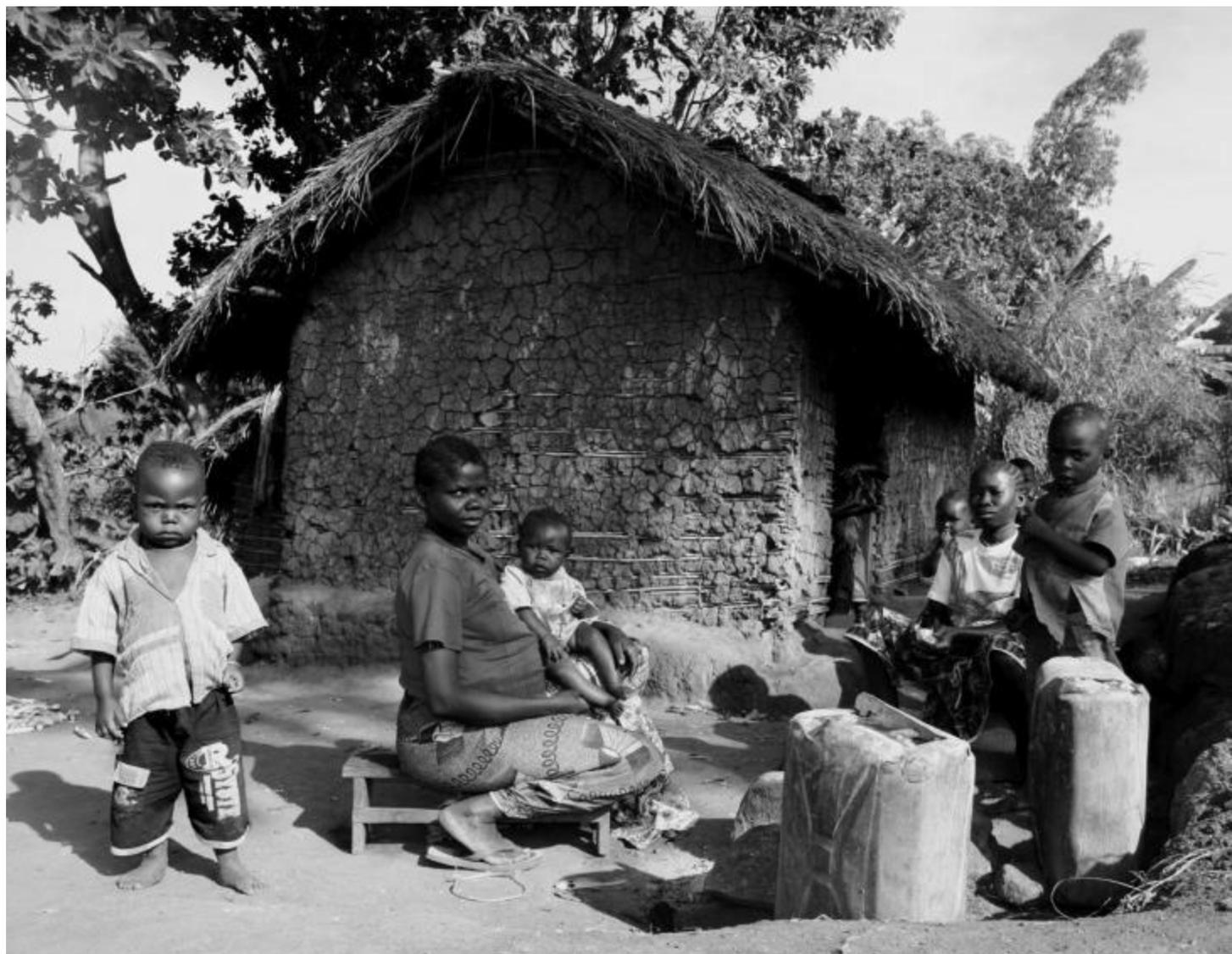


# Final Report :

## Resilience Systems Analysis

### Eastern Democratic Republic of Congo

Goma, April 29/30 2014



**Workshop report: results and roadmap**  
*Translated from the original (French)*

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## Executive summary

On April 29 and 30, 2014 experts in risks, in livelihood systems and key decision makers met to explore how to strengthen resilience in eastern Democratic Republic of Congo (DRC). Hosted by UNICEF and supported by the OECD, this analysis, structured around the Resilience systems analysis methodology, was the first of its kind in a complex emergency environment.

After an introduction to the main concepts, participants worked on the risks affecting eastern DRC; what are the different risks, both now and within the next three years? What are their causes and effects, and how are they linked to stresses? How do they affect vulnerable groups differently?

Using the sustainable livelihood approach helped participants structure an analysis of how the different risks impact the different livelihood assets. Participants then explored the characteristics of each asset and what populations are currently doing to better absorb, or adapt to these potential shocks.

Participants then reflected on the importance of the power of different stakeholders to influence the use of various assets. They moved on to planning how current and future external interventions could better support resilience. The various actions set out during this process combine to form a roadmap – how to reinforce the resilience of households and communities in eastern DRC over the next three years.

This workshop, applying the resilience systems analysis to the specific context of eastern DRC highlighted the following points:

- There was general agreement that the overall risk landscape will evolve over the next three years, with many (but not all) risks increasing in terms of probability and/or impact.
- Social capital - and particularly the role of host families in supporting the capacity of displaced households to absorb shocks - is critical in eastern DRC, and this should be taken into account in programming. Further study on this area may also be useful.
- Dealing with negative coping capacities, and understanding them more, will also be useful in this context.
- Currently, only certain types of capitals and livelihood assets are regularly monitored and addressed; meaning that key parts of the system may be irreversibly deteriorating, undermining overall resilience. It is easy to monitor physical capital as this is where aid organisations are focusing their efforts, but we don't know enough about what happens to other capitals - for example social capital, financial capital and political capital. Indicators to monitor these aspects and to monitor trends - which capitals are most affected when people displace? Which capitals bounce back (are only temporarily affected) and which suffer more permanent harm? - will help determine whether programmes should be modified, or complementary programmes should be developed, to ensure that overall resilience levels are being increased.

## STRENGTHENING RESILIENCE REQUIRES THE COMMITMENT OF MANY STAKEHOLDERS, EXPERTS AND DECISION MAKERS

Conducting a shared analysis of resilience has numerous benefits, but requires the right mix of experts and decision makers. Benefits include: increased sources for, and quantity of, background information, therefore also increasing the ability to triangulate data; reducing the cost of the analysis; reducing individual actor bias; and supporting general agreement about which actions should be prioritized; and gaining ownership by different stakeholders, therefore increasing the range of tools and programs that can be used to target risks and boost resilience.

To achieve all those benefits, three key sets of stakeholders need to be part of the analysis process. Firstly, we need the participation of experts in different types of risk – for example experts on living with the volcano from civil protection. Secondly, we need experts in the different systems or capitals – we had, for example, an expert on financial systems from Trust Merchant Bank. Thirdly, key decision makers also need to be present – in this analysis we had key decision makers from MONUSCO and different donor organizations – the UK, Sweden and the Netherlands. In this workshop we made sure we had the right mix of people so we could get the best, shared, analysis of resilience for eastern DRC.

- Contrary to our early assumptions, the actions that were prioritized at the end of the analysis included a significant number of programmes or projects aiming to transform aspects of the system, alongside actions to boost absorptive and adaptive capacity. Many of these actions can be started immediately, even if the results will only be evident in the medium- or long-term. This demonstrates the link between humanitarian, stabilization and development actors and programmes - with humanitarians working primarily to increase the capacity of the system or household to absorb shocks, while stabilisation and development actors work alongside to adapt or transform the system so that it is less exposed to shocks. This is not a linear progression, but different actors working side by side, taking into account their comparative advantages, skills, mandates and programming cycles, to make real change.

This final report captures the results of the various working groups; these could serve as a basis for further strategic and operational planning among agencies, working together to strengthen resilience in eastern Democratic Republic of Congo.

*This report has been translated from the original version in French.*

### Acronyms

Acronyms	Meaning
FARDC	DRC armed forces
FDLR	Rwanda Democratic Liberation Forces
MONUSCO	United Nations Organization Stabilization Mission in the Democratic Republic of Congo
OECD	Organisation for Economic Co-operation and Development
NGO	Non-Governmental Organisation
IDPs	Internally Displaced People
INGO	International Non-Governmental Organisation
PNC	Congolese National Police
DRC	Democratic Republic of Congo
RMMP	Rapid Response to Population Movements
STAREC	Stabilisation and Reconstruction Plan for eastern Congo
TMB	Trust Merchant Bank
UN	United Nations
UNICEF	The United Nations Children Fund



*Result of the introduction exercise: participants had to choose a word to express what resilience means*

## Why a Resilience System Analysis workshop in eastern DRC ?

Eastern DRC has a complex and fluctuating risk landscape, combined with a high level of uncertainty about the future. The population is faced with multiple shocks of diverse nature and intensity, including conflicts, illnesses and lack of employment opportunities. All of them impact on each household's livelihoods system.

How can the resilience of population be strengthened in areas affected by multiple forms of conflicts? How can humanitarian, transition and development programs support households so that they have the necessary resources and capacities to absorb, adapt and transform in the face of future shocks, when features and consequences are often still unknown?

Experts in risks, systems and livelihoods from the government, the private sector, the NGOs, the United Nations and donors worked together for two days in Goma to:

- Describe the concepts linked with resilience, such as risks, shocks, stresses, livelihoods and capacities.
- Share a common vision of the main risks and their impact on livelihoods assets, for host families, IDPs and returnees from North Kivu, South Kivu and Oriental Province over the next three years.
- Draw a roadmap to strengthen resilience and inform programming.
- Explore how they can coordinate with other key stakeholders in order to strengthen resilience together.

To support a shared vision a briefing pack was sent in advance to participants. It included notes on the methodology and preliminary findings for the eastern DRC context.

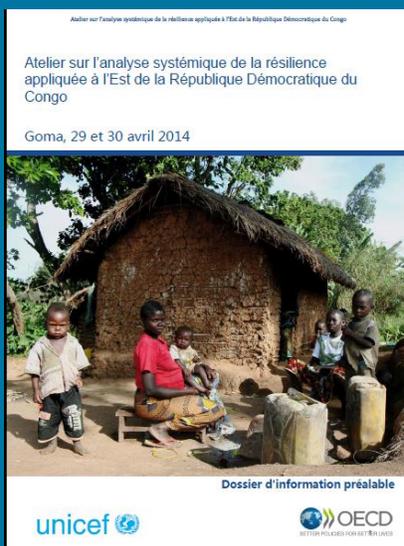
Resilience is defined as the ability of individuals, communities and states and their institutions to absorb and recover from shocks, whilst positively adapting and transforming their structures and means for living in the face of long-term changes and uncertainty.

(OECD 2013)

The workshop demystified the concept of resilience. I will use the workshop's output to clarify what resilience means within my organization, and how it can be used to inform programming

Workshop participant

## A BRIEFING PACK TO FACILITATE DISCUSSIONS

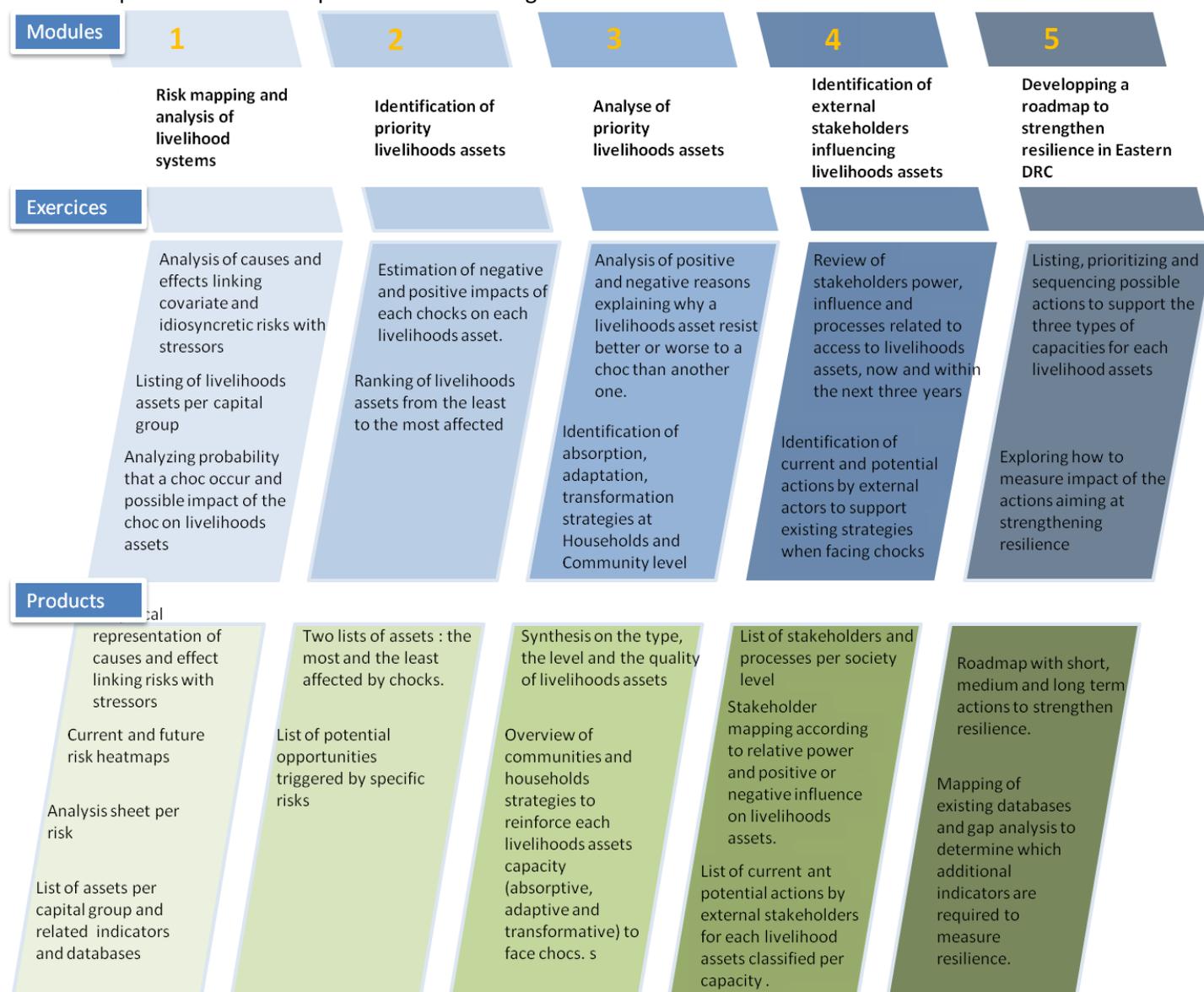


The briefing pack sent to participants before the workshop included information on the main concepts linked with resilience, risks, and the sustainable livelihoods approach. The pack also included a preliminary analysis explaining how the resilience systems analysis can be applied to eastern DRC. Based on secondary data review, and documents provided by several partners, the briefing pack featured specific information and analysis relevant to the context in order to facilitate discussions and exercises during the workshop itself.

The workshop organized by UNICEF and technically supported by the OECD focused on the following scoping question:

<b>Resilience of what ?</b>	Communities and Household livelihoods systems
<b>Resilience to what ?</b>	Resilience to natural, economic and geopolitical risks, affecting large numbers of population (covariate risks) or specific households (idiosyncratic risks).
<b>Whose Resilience ?</b>	Rural and urban communities, IDPs and returnees from North Kivu, South Kivu and Orientale Province.
<b>Resilience when ?</b>	Over the next three years

The workshop followed the 5 steps described in the figure below:



## 0. Sharing a common vision of resilience

The first part of the workshop aimed to develop a shared vision of the various concepts linked with resilience.

The participants explored definitions of terms such as resilience, shocks, capacities and vulnerabilities, and focused on understanding the differences between the three types of capacities enabling systems to face a complex and fluctuating risk landscape:

- **Absorptive capacity:** The capacity of a system to absorb the impacts of negative events in order to preserve and restore its structure and basic functions.
- **Adaptive capacity :** The capacity of a system to adjust, modify or change its features or actions to reduce its exposure to shocks and make the most out of opportunities, without major qualitative change of its function or structure.
- **Transformative capacity:** The capacity of a system to create a new structure or identity. This is necessary when the context makes the current system unsustainable.

The added value of the resilience compared with risk management was also highlighted; resilience is not replacing risk management, but builds upon it. Resilience aims is to respond to the changing patterns of risks, and to take uncertainty into consideration. While risk management focuses on the known impact of known risks, the resilience approach analyses systems strengths and weaknesses in order to ensure that systems have the capacity to face not only known risks with known impacts but also unknown risks with unknown consequences.

### A VISUAL REPRESENTATION OF THE RESILIENCE SYSTEMS ANALYSIS



Systems are like this piece of rock; weak in some places, where the stone has cracks, but resistant in other places. Various covariate shocks attack the rock (represented by hammers), and idiosyncratic shocks seep into the cracks (represented by acid flows); when this happens some parts of the stone remain strong, others weaken and crack further.

This resilience systems analysis focuses on this stone's characteristics. What makes it strong in some places while it splits further in others? What can we learn from the strength in the system to reinforce the weak parts, whatever the intensity or nature of the hammers or acid it will be exposed to?

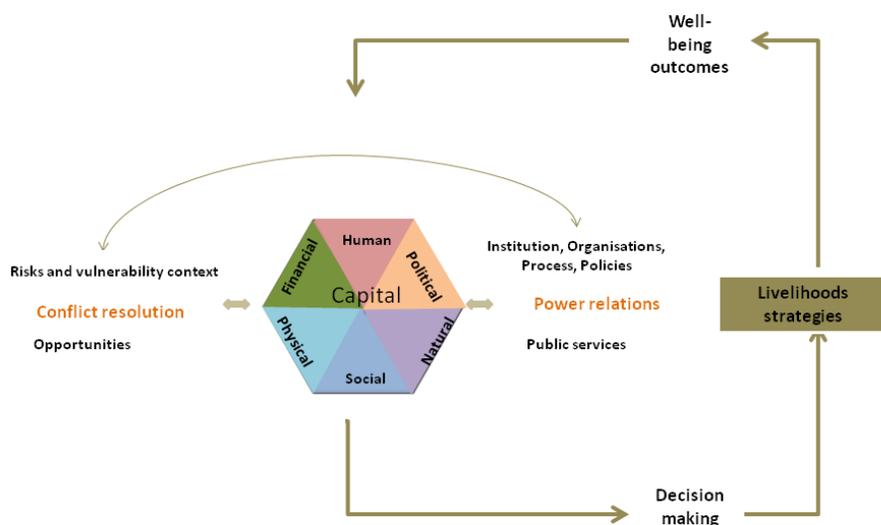
To answer the scoping question for this workshop, participants used the sustainable livelihoods approach as presented below. The level, quality and sustainable access to all of these six groups of assets is essential to ensure that households or communities become resilient. Most humanitarian and development stakeholders are focusing on individual livelihoods capitals. However, the system is inter-dependant; the results of programmes can be affected – weakened or reinforced – by changes in another part of the system, even if, on face value, that other asset has no direct relationship.

- A shock impacting financial capital (through loss of income for instance) can directly impact the human capital (when families decide to take children out of school because they can't afford the related costs)
- In eastern DRC, the strength of social capital, especially how host families share their scarce resources with displaced families, directly compensates the limited access of displaced families to financial assets.

Resilience systems analysis explores the strengths and weaknesses of individual livelihoods assets, to highlight consequences (positive and negative) and potential opportunities to modify existing programmes to take into account the factors that are critical for resilience.

## WHAT IS THE SUSTAINABLE LIVELIHOODS APPROACH?

This framework describes how people and communities secure their living and well being. The resilience systems analysis uses this framework in order to structure discussions: how are the various assets and capitals impacted by different shocks? Why is one asset more or less resilient to a shock compared with another asset? How do institutions, organizations and political processes influence the level, quality and access to these assets?



Source: adapted from Christian Aid, 2012 and Poverty-wellbeing.net



## 1. Mapping risks for eastern DRC

Participants developed a shared vision of risks and stresses affecting households and communities in eastern DRC. Firstly, they looked at the causal relations between stresses and the different geo-political, natural, economic and social risks. Next, they mapped the severity of these risks for the livelihoods assets of rural communities, IDPS and returnees from North Kivu, South Kivu and the Oriental Province, both now and over the next three years.



Volcanic eruptions, climatic events, conflicts, displacements, illnesses, lack of income generating activities are some of the risks and stresses affecting populations in eastern DRC.

### a. Understanding the cause and effect relations between stresses and risks

Starting from the map of cause and effect proposed in the briefing pack, the group discussed the various risks and and suggested additions to improve the analysis. The result is synthesized on the next page.

## RISK, SHOCKS AND STRESSES

**RISK:** THE PROBABILITY OF AN EVENT AND ITS NEGATIVE CONSEQUENCES. (UNISDR 2007)

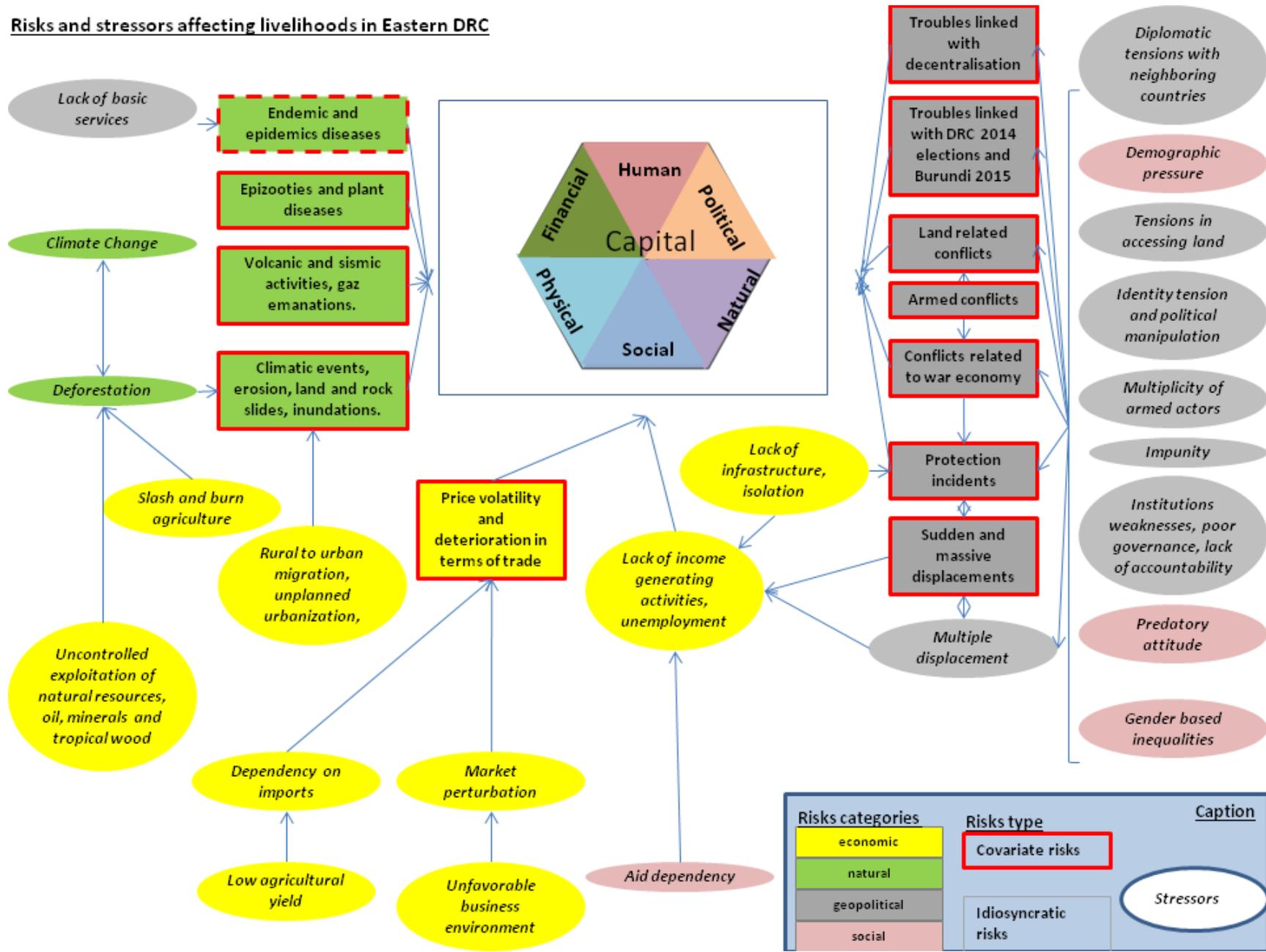
**SHOCK:** A SUDDEN EVENT WITH AN IMPORTANT AND OFTEN NEGATIVE IMPACT ON THE VULNERABILITY OF A SYSTEM AND ITS COMPONENTS (DFID, 2001)

**STRESS:** A LONG TERM TREND WEAKENING THE POTENTIAL OF A GIVEN SYSTEM AND DEEPENING THE VULNERABILITY OF ITS ACTORS. (DFID, 2001)

**IDIOSYNCRATIC RISK/ SHOCK:** RISK/ SHOCK EXPOSING PEOPLE AND ACTIVITIES TO PERSISTANT OR REPETITIVE LOW OR MEDIUM INTENSITY EVENTS, THAT CAN TRIGGER SERIOUS DAMAGE TO SPECIFIC HOUSEHOLDS. (ADAPTÉD FROM UNISDR, 2009)

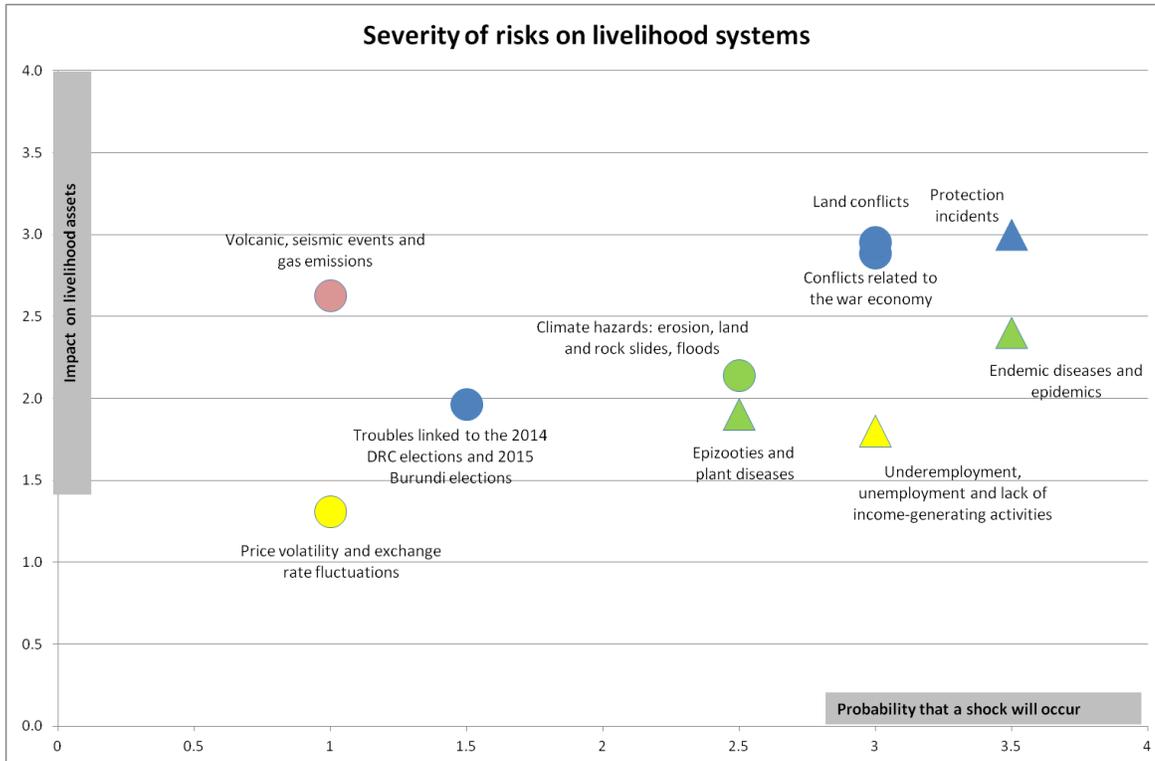
**COVARIABLE RISK/ SHOCK:** RISK/ SHOCK EXPOSING LARGE NUMBERS OF PEOPLE OR ACTIVITIES TO INTENSE EVENTS, WHICH CAN LEAD TO A HIGH MORTALITY RATE AND SIGNIFICANT DAMAGES. (DFID, 2001)

# Risks and stressors affecting livelihoods in Eastern DRC



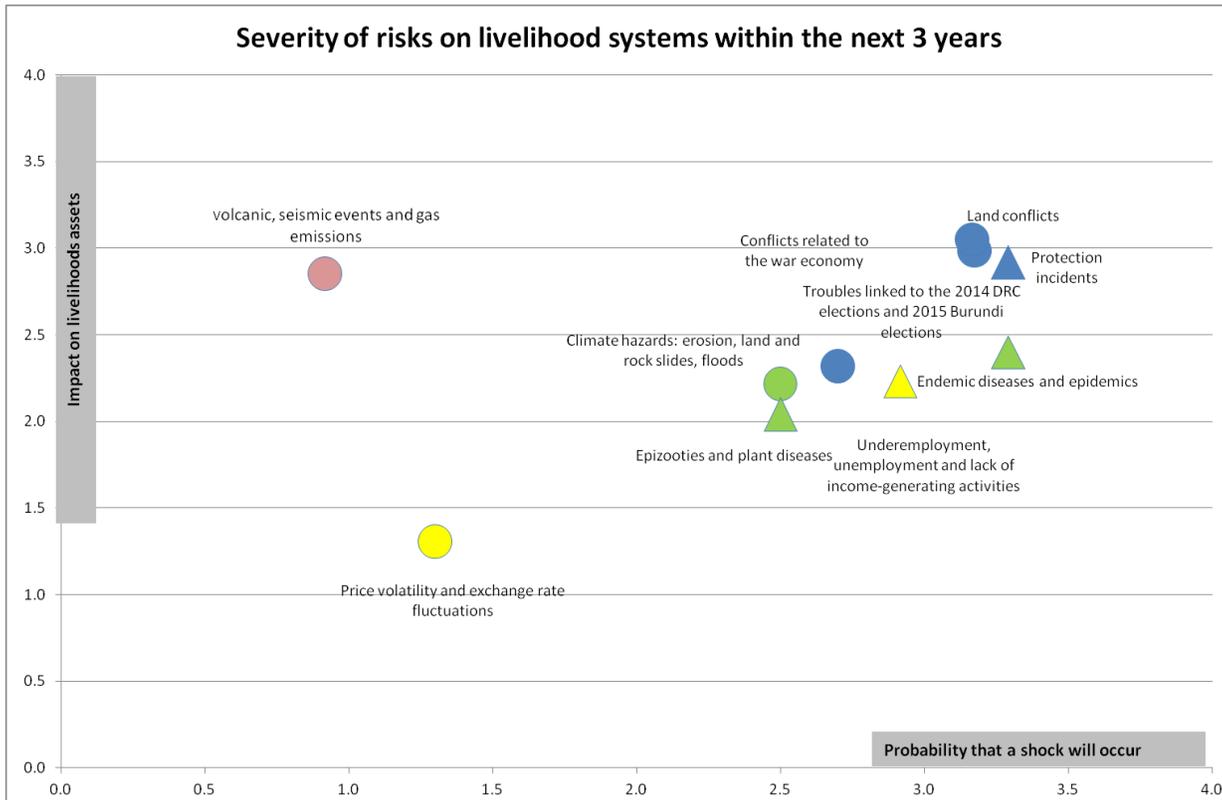
**b. Analysing the severity of major risks, now and in three years.**

Participants worked in groups to look at the severity of covariate and idiosyncratic risks in eastern DRC. They took as the starting point the heatmap prepared in the briefing pack, and suggested changes that are captured below, both today and also how each risk group will evolve in the next three years.



**Key**

- Triangles: idiosyncratic risks.
- Circles: covariate risks.
- Yellow : economic
- Green : natural
- Blue : geopolitical
- Pink: risk relevant to Goma and lac Kivu area.



### c. Highlighting risks and stresses that affect different population groups

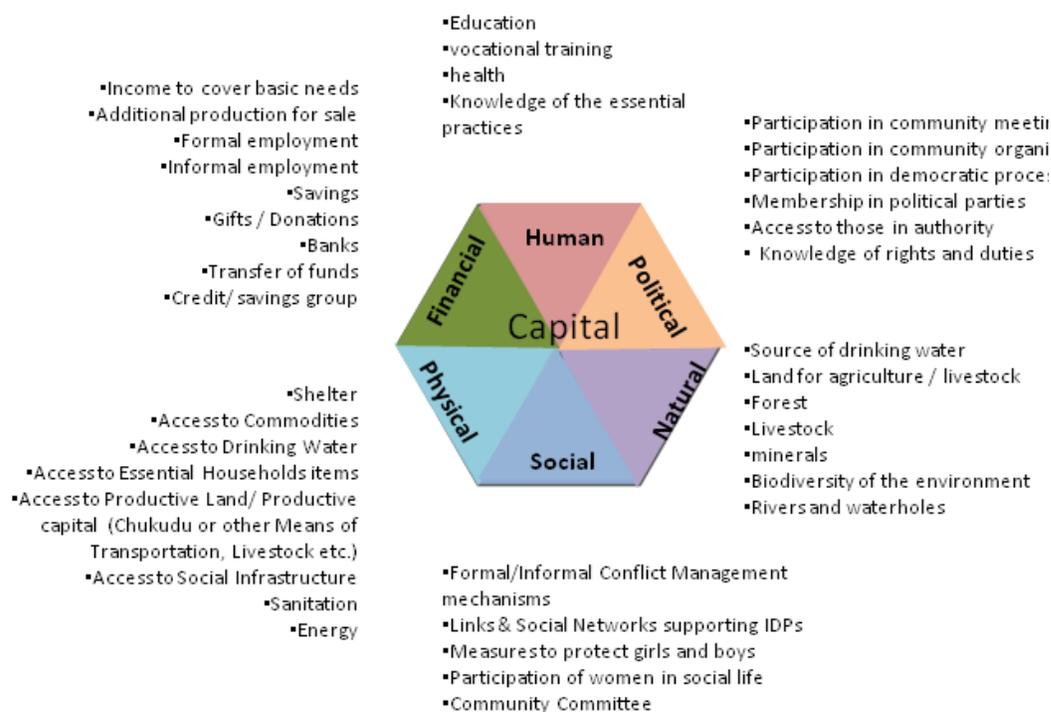
Programmes in eastern DRC often target specific vulnerable groups, for example IDPs or returnees. During the workshop, participants determined which risks or stresses were specifically relevant for individual target groups, as below:

	<b>Covariate risks</b>	<b>Idiosyncratic risks</b>	<b>Stresses</b>
<b>Host families</b>	Erosion Water-related disease Volcanic eruption Massive displacement Land conflicts	Endemic diseases Epizooties and plant diseases Lack of income generating activities Sexual violence Conflicts between the displaced and host families to access humanitarian aid	Insecurity Stripping of resources Overcrowding, deforestation, pressure of IDPs staying in homes Limited access to basic social services (health, education) Food insecurity Exclusion from humanitarian aid
<b>IDPs</b>	Epidemics Ethnic conflict / identity issues with host communities, discrimination, Loss of livelihood	Land disputes, occupied land Poverty Protection incidents including sexual violence Loss of basic items	Difficult access to basic social services (health, education) Lack of access to land Lack of opportunity to earn income Depletion of resources Food insecurity
<b>Returnees</b>	Land conflicts	Lack of access, or loss of access to land. Loss of basic goods Loss of livelihoods, land disputes Protection incidents related to the presence armed groups	Insufficient income generating activities Limited resources to start income generating activities or repair housing. Tensions related to elections, Community tensions Persistence of conflicts in the area of return Discrimination
<b>Former combatants</b>	Unemployment and lack of job opportunities	Recruitment into armed groups	discrimination, stigma, lack of alternatives,
<b>Children</b>	Water-related disease	Protection incidents, Lack of schooling, early marriage, malnutrition, exploitation from school to work, Lack of food security and quality	Weaknesses of the school system, unable to pay the costs of education, lack of quality basic services (health, education)



## 2. Identification of priority livelihoods assets

The impact of different risks was determined by analysing their impact on the various livelihoods assets. The briefing pack suggested a list of these assets in eastern DRC, which participants completed. The results are synthesized in the following graph for eastern DRC. One asset can contribute to a number of capital groups; however, for this analysis, we classified assets under their most relevant capital. A cow, for example, would normally be classified as a natural capital, but it could also be considered a physical capital (for ploughing fields), or a financial capital (for income from milk) or as a social capital (for its role as wedding dowry).



## 3. Analysis of the main livelihoods assets

Participants chose which capital group to analyse according to their interest and expertise, in order to discuss the characteristics of each group's assets. The following questions guided their discussions:

- What are the risks specifically affecting this asset?
- What are the reasons why this asset reacts positively or negatively when faced with these risks?
- What are communities or households doing, without external support, to support the level and quality of this asset when shocks occur? These actions – capacities of resilience – were then classified according to the role they play to help absorb, adapt or transform when faced with a shock.

The following matrices summarize the information gathered during the discussions. The matrices are neither prescriptive nor final; they can instead be used as a starting point for further in-depth analysis.

# Human Capital

Livelihoods assets	Risks affecting particularly the means of existence	Reasons for which this asst reacts well or poorly against the risks	Existing capacities at the level of households and communities to support the level and quality of this asset in front of risks.		
			Absorption	Adaptation	Transformation
<b>Education</b>	Armed conflict Presence of mines Incidents of protection Loss of family income Displacement: lack of access to infrastructure (schools)	(-)No system of education in emergency (-)Girls are more vulnerable (-)Lack of mechanization of teachers (-) Use of schools for other purposes (hosting IDPs, etc...) (+) Enthusiasm for education as a priority investment for parents	Integration of children displaced in host schools or churches debt to pay fees	Escort or transport in a group of children to protect the girls on the way to school Community networks for child protection, COPA and other community structures	Free education
<b>Vocational training</b>	Armed conflict Loss of family income	(-)Absence of formal vocational training (-)No regulation of the labor market (-)Community tensions (+) social mutual assistance (+) Informal opportunities	Informal learning of income generating activities		
<b>Health</b>	Natural hazard (epidemic) Armed conflicts Presence of mines Incidents of protection Loss of family income	(-)Weakness of the health system with low resources and corruption (-)Limited resources allocated to the health care system (-)Bad governance (+) The health system is better structured (+) social mutual assistance (+) community participation	Social mutual assistance to pay for care tontines/mutual sharing groups Use of traditional medicine	Find alternatives for basic services provision, such as schools and religious health centers	Decentralization of the health system
<b>Lifeskills</b>	Epidemic/endemic risk Dropping out of school	Ignorance Traditional & retrograde practices			

## Financial capital

Livelihoods assets	Risks affecting particularly the means of existence	Reasons for which this asset reacts well or poorly against the risks	Existing capacities at the level of households and communities to support the level and quality of this asset in front of risks.		
			Absorption	Adaptation	Transformation
<b>Income to cover basic needs</b>	Climatic hazards, unemployment / lack of income-generating activities, conflict, disease, robbery, price volatility	(-)Lack of access to education, to land, to the market, to the health insurance, lack of infrastructure, debts, unfavourable business climate Dependency on humanitarian aid	Debt, sales of means of production, diversification of incomes generating activities, and agricultural techniques, child labor, recruitment into armed groups, prostitution	Migration in search of economic opportunities	Mutual health insurance scheme
<b>Additional production for sale</b>	Climatic hazards, unemployment/lack of income generating activities, conflict, disease, vol.	(-)Lack of storage capacity, lack of access to the market, lack of means of processing of products, lack of organization of producers, lack of access to credit, taxes (legal and illegal)		Seed bank, risk sharing	
<b>Informal employment</b>	Unemployment / lack of income-generating activities, lack of employment				
<b>Savings</b>		(-)Lack of structure of savings, financial education, confidence in banks risk of insolvency		Opening of savings accounts	
<b>Gifts</b>	Conflict, fluctuating Political context	(-)Breakdown in the social fabric, dependency on humanitarian aid			
<b>Banks and money transfer</b>	Volatility price/terms of trade, political uncertainties	(-)Lack of financial education, lack of mobile phone coverage to facilitate banking by phone , lack of confidence, of guarantees, risk aversion, lack of banking structures, lack of money in circulation, risk of laundering		Safe	financial education
<b>Savings and credit groups</b>	Conflict	(-)Insolvency of the credits, problems in Tontines solidarity saving groups, lack of transparency, fraud, lack of social cohesion	Association of several savings groups, pooling of Community goods, mutual solidarity Bank		
<b>Formal employment</b>		Education non-suited at the request of the labour market, ethnic discrimination, lack of departure to retirement, late disbursement of salaries, nepotism	Internships / training		

## Physical capital

Livelihoods assets	Risks affecting particularly the means of existence	Reasons for which this asset reacts well or poorly against the risks	Existing capacities at the level of households and communities to support the level and quality of this asset in front of risks.		
			Absorption	Adaptation	Transformation
<b>Shelter</b>	Fire Natural disasters Armed conflict	(-)Use of unsustainable construction materials Lack of planning and risk management (+)Availability host community Flexibility and ability to adapt to the movements and changes	Use of sustainable materials		
<b>Basic goods</b>	Robbery Conflict Plant diseases	(-): Lack of stock of contingency Poor use of productive resources (+): Willingness to share	Sale of non-priority items Labour in Exchange for food Reduction in daily rations Sharing/charity	Diversification of revenues (including informal/illegal system) Improving access to the market (SALONGO)	
<b>Water</b>	Water sources contamination	(-):poor governance /poor infrastructure management Lack of awareness of good practices (+): Good governance and knowledge of good practices for some water points		RECOs –water hygiene and sanitation committees Women leaders health and community management Committees	
<b>Non Food Items</b>	Robbery Conflict	(-):sudden displacements with inability to carry goods (+):Willingness to share	sale of non-essential items Robbery Sharing/charity		
<b>Productive land and productive capital</b>	Corruption Epizootie Robbery Land related Conflict	(-): Occupation of the land of others Breach in the land distribution policy Lack of transformation of inputs Lack of subsidy Lack of technical knowledge and agricultural practices (+): Strong community governance in some regions High productivity Productive potential of untapped land	Credit/debt	Access to community fields ( piloted recently)	
<b>Social infrastructures</b>	Discriminatory access Destruction/conflict Lack of operational budget	(-): Cultural habits – low access for girls No or little investment of the State in basic services (+): Facilitation of access to services for the most vulnerable	Community work SALONGO (rehabilitation of what is existing) Sale of other items to gain		

<b>Sanitation</b>	Conflict Lack of operational budget	(-):lack of use of sanitation facilities (+): Structures women's health Good sanitation practices	access to paying services	Voluntary community structures	
	<b>Energy</b>	Climate change Over exploitation of natural resources	(-): No local structures in place/governance	Deforestation	

## Social capital

Livelihoods assets	Risks affecting particularly the means of existence	Reasons for which this asset reacts well or poorly against the risks	Existing capacities at the level of households and communities to support the level and quality of this asset in front of risks.		
			Absorption	Adaptation	Transformation
<b>Formal/Informal Conflict Management mechanisms</b>	war- economy related conflicts Land disputes Elections-related troubles	(-)Political polarization/manipulation elections-related disorders Resurgence of community conflicts Impunity	Recourse to mediation/peace committees Dialogue	Shared places (Church, market, water source) Concessions/shared spaces, natural resources Promotion of inter-community marriages	Peace acts Social commitment social contract
<b>Links &amp; Social Networks supporting IDPs</b>	Land disputes Climatic hazards Seismic activity and gas Elections-related disorders	(-)Competitions on resources Erosion of livelihoods of host families Aid-related conflicts (recipients vs non-recipients)	Solidarity, mutual assistance, hospitality Roles of churches and other congregations	Training of the local/mutual associations of solidarity	
<b>Measures to protect girls and boys</b>	Protection Incidents Elections-related disorders	(-)Poor customary practices, impunity Low involvement of communities in the development of community protection mechanisms	Community networks for the protection of children Youth patrol to prevent theft and rape		
<b>Participation of women in social life</b>	Protection Incidents Elections-related disorders	(-)Poor customary practices, impunity contrary to the law, exclusion of women Low level of instruction or schooling for women Low involvement of women involved in governance (+) Role of women as leader in family survival			
<b>Community Committee</b>	Land disputes Climatic hazards Elections-related disorders	(+) Technical support to committees (+) Sustainability (+) Governance committees			

## Natural Capital

Livelihoods assets	Risks affecting particularly the means of existence	Reasons for which this asset reacts well or poorly against the risks	Existing capacities at the level of households and communities to support the level and quality of this asset in front of risks.		
			Absorption	Adaptation	Transformation
<b>Drinking water sources</b>	Erosion, landslides, Contamination, pollution	(-)Problem of durability of structures, Lack of budget for rural hydraulic service (+)Sources management committees	Water catchment and water treatment	hygiene awareness	
<b>Land for agriculture / livestock rearing</b>	Land related conflicts, floods, Climatic hazards, war economy	Difficulty in the management of water, Lack of agricultural technology and inputs adapted, Failures of land administration, (+) formal/informal conflict management framework, Inspection Provinciale of agriculture, fisheries and livestock.	Negotiating for access to land illegal use of land mediation early harvest	Migration Diversification to other sources of income	
<b>Forest</b>	Bush fire, climate change, war economy, land related disputes,	(+)Existence of environment services Protected areas	Reforestation	Aqua-forestry	
<b>Livestock</b>	Epizootic diseases Climatic hazards Deterioration in the terms of trade War economy	Lack of availability of agricultural inputs Lack of vaccination of animals  Support to the provincial inspectorate of agriculture, of fisheries and livestock.	Slaughter + sale of livestock Displacement of livestock to secure areas Vaccination	Diversification to other sources of income Diversification of the type of farming Migration	
<b>Minerals</b>	Landslide/Erosion Market fluctuating (lower) Land disputes War economy	(-) Uncontrolled exploitation, lack of legal framework			
<b>Biodiversity of the environment</b>	Climatic hazards War economy	Legal framework on natural parks legal framework on protected species	Congolese Institute for the conservation of nature Community protected areas		
<b>Rivers and waterholes</b>	Pollution Climatic hazards	Lack of public awareness	Community structures		

## Political Capital

Livelihoods assets	Risks affecting particularly the means of existence	Reasons for which this asset reacts well or poorly against the risks	Existing capacities at the level of households and communities to support the level and quality of this asset in front of risks.		
			Absorption	Adaptation	Transformation
<b>Participation in community meetings</b>	Community tensions/conflicts Land conflicts Conflicts linked with war economy poorly supported/poorly organized process of repatriation of refugees	(-) discrimination of specific groups (-)conflict fatigue (-) existence of other priorities for the subsistence (-)Politicization of the community structures (-) physical unavailability	mobilization through churches cultural / inter-ethnic activities	improvised leadership	
<b>Knowledge of rights and duties</b>	Manipulation Deterioration of the educational system Poverty	(-)Ignorance (-)Illiteracy (-) limited access to education/information (+)Greater role of women	Dissemination of laws by community-based organizations		
<b>Participation in community organizations influencing the local power</b>	Conflicts linked with war economy	(-)Loss of trust/distrust of power (-)Low capacity of community organizations (-)Lack of accountability/bad governance (+)Strengthening of the authority of the State in affected areas	Strong-willed organizations at Community level		
<b>Participation in democratic processes (elections, decentralization)</b>	competition for access to natural resources Elections-related disorders	(-) Mistrust in politicians (-) resignation Increased women's vulnerability (+) desire for change	Lobbying at the local level Respect for the law and right to have an opposition Requests from the community for international community support		
<b>Membership in political parties</b>	Elections-related disorders Presence/creation of armed groups Influence of neighboring countries	(-)Weak governance/bad governance (-)Tribalization of political parties (regionalization) (-)Bad governance of political parties (+) Access to power	Individual interests	hope for a change	



#### 4. Identification of stakeholders influencing the quality, level or access to livelihood assets.

A system's vulnerability when faced with a shock is also linked with the influence and the power of various stakeholders, who can facilitate or prevent access to livelihoods assets. Participants therefore worked first on amending the list of stakeholders and processes that had been proposed in the briefing pack, and then established the map of power dynamics displayed on the next page.

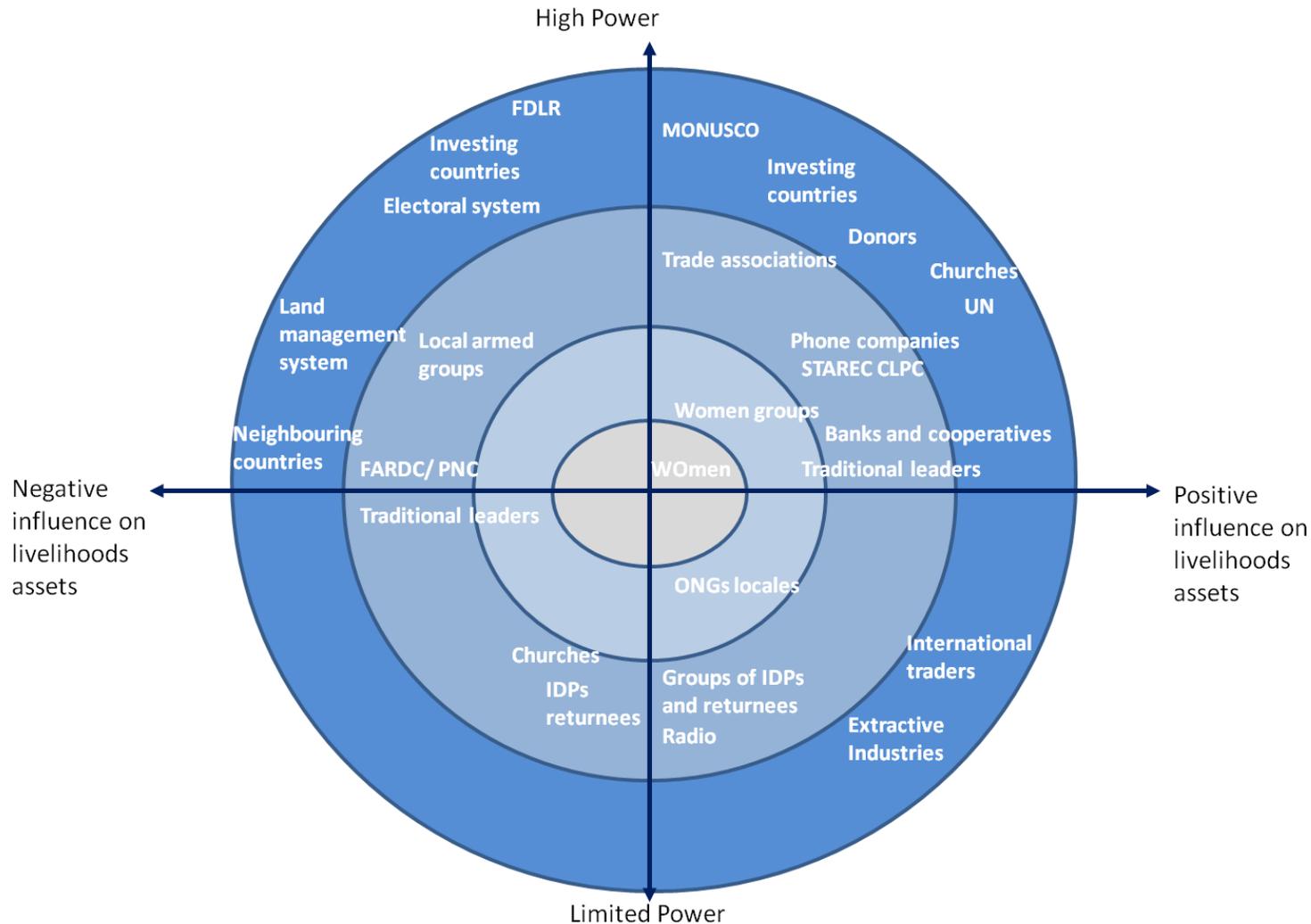
##### Stakeholders and key processes

Types of actors	Layer of society	Key processes influencing access to livelihoods
<b>COMMUNITY ACTORS</b>		
Women	Household	Discrimination based on traditional practices and succession
Women	Household	Major role in the activities of the home: care of the sick and dependent persons, informal economic activities, subsistence farming, and additional workload due to hosting internally displaced persons
Returnees	Household	Stigma, tensions related to land, tensions to retrieve their property, additional pressure on the community's livelihoods
Internally displaced people	Household, Community	Additional pressure on the community's livelihoods and home
Community	Community	Identity and ethnic tensions, marginalization of certain groups after integration of migrants, struggles for political power
Community	Community	Duality between customary and State institutions for land management
Local committees for conflict management	Community	Conflict mediation
Traditional Chiefs	Community	Traditional power system
Women's groups	Community	Group management of common livelihoods, group for empowerment and access to power, and support groups for the protection of rights
Migrants	Community	Traditional mechanisms of integration, and of allocation of land
Churches	Community	Access to social services
IDP groups	Community	Articulate the claims of internally displaced persons, agents of change in sites of access to basic services
Trade associations	Community, Provincial	System of solidarity organized by profession, economic incentives
<b>PUBLIC ACTORS</b>		
Government	Local	Local permanent conciliation committees – Local committees to promote the program STAREC
Government	Regional	STAREC Programme for Stabilization and Reconstruction of the areas out of conflict. Reform of the security sector remains highly expected
Government	National	The electoral system is source of conflicts, especially related to the boundaries of administrative areas which result in the exclusion of certain communities in the structures of representation
Government	National	The land tenure system and land marketing contribute to the marginalization of the poorest and to ethnic polarization
Government	National	The lack of clarity between the roles and responsibilities of the various institutions for the enforcement of laws creates tensions
Government	National	The power remains centralized, decentralization remains to be done. Women are little represented in politics
FARDC	National	Many incidents of protection lowers FARDC role. Restore security by having the confidence of the citizens
Officials	National	Systems of parallel governance with informal taxation for example

PRIVATE ACTORS		
Local traders	<i>Local, community</i>	Small trade exchange, employment, export
International traders	<i>Local, Provincial</i>	Trade, market, employment, export
Carrier	<i>Local, Provincial</i>	Transportation of essential goods, employment
Banks / Cooperatives	<i>Local, Provincial</i>	Change, employment, savings, credit
Mining and extractive industry	<i>Regional</i>	Holding formal and informal
Phone operators	<i>All levels</i>	Communication, employment, money transfer
CIVIL SOCIETY		
Local civil society	<i>Local</i>	Support the basic services, Coordination at the local level between the people, the State and international actors. Politicization, ethnic polarization, dependency of donors' priorities
Catholic Church and others	<i>All levels</i>	Religious institutions, community projects, provision of basic service, conflict mediation, support to the land problem, sometimes polarization of conflicts
Media / radio	<i>All levels</i>	Communication, propaganda, electoral debate, awareness (vaccination, hygiene)
INTERNATIONAL ORGANIZATIONS		
INGOs	<i>Local, Community, Household</i>	Emergency or transition and development programming
Bilateral partners	<i>Community, Provincial</i>	Project financing, lobbying and advocacy
MONUSCO	<i>Regional, National</i>	ISSSS, promoting stabilization and strengthening of the State influence and capacity. Program based on a post-conflict context
UN system	<i>All levels</i>	Provision of basic services, emergency programs, joint programs with a holistic approach to community needs (as for example the project involving UNICEF, FAO, UN Habitat, UNDP including land conflict mediation)
INFORMAL ACTORS		
Local armed groups	<i>Regional</i>	Self-defense groups, limit the people in terms of access to their resources and basic services, multiple violations of human rights, structured groups, Violence, abuse, protection incidents, war economy, arms proliferation, forced recruitment
FDLR	<i>Regional</i>	Influence on the security situation in eastern DRC, war economy
NEIGHBOURING COUNTRIES		
Neighboring countries	<i>Community, Home</i>	Formal and informal trade
Neighbouring countries	<i>National, Regional</i>	Influence on the security and economic situation in eastern DRC
Foreign countries with interest	<i>National, Regional</i>	Political and economic influence

*Mapping of stakeholders for eastern DRC, according to their power, their influence on livelihoods assets and the level of society in which they operate.*

Participants decided to represent some stakeholders in more than one place. They considered that some stakeholders can sometimes play a positive and sometimes a negative role on livelihood assets. The circles represent the different layers of society for eastern DRC (Households, Community, Provincial, Regional/ National level) This mapping contributes to the elaboration of strategies on how to collaborate with, or be careful of, these stakeholders in the future.





## 5. Developing a roadmap to strengthen resilience in eastern DRC

Participants next highlighted the role currently played by external stakeholders to support existing capacities, bearing in mind the importance of the various stakeholders for the resilience of household and communities livelihoods systems. They then highlighted additional measures that need to be undertaken to reinforce the resilience of the key livelihoods assets in each capital group.

Finally, participants worked on their suggestions to sketch out a preliminary roadmap with suggestions for potential actions that need to be taken in the short, medium and long term, to support absorptive, adaptive and transformative capacities and therefore communities and households resilience in eastern DRC. This roadmap is shown on the following page.



Participants to the Resilience systems analysis in Goma

## SHORT TERM suggestions: A road map to enhance resilience in eastern DRC

	Absorptive capacity	Adaptive capacity	Transformative capacity
Human	<ul style="list-style-type: none"> <li>Build additional communal buildings to prevent the school from being used by IDPs and during other disasters</li> <li>Support education emergency programs</li> <li>Strengthen life skills</li> </ul>	<ul style="list-style-type: none"> <li>Strengthen the operationalization of the free education</li> <li>Support the development and financing of the operational action plans for education and health</li> <li>Sensitize various groups on the rights of the child</li> <li>Support the health insurance system</li> <li>Plan strategies to reduce protection incidents (groups of children walking together to school)</li> </ul>	<ul style="list-style-type: none"> <li>Support the reform of the health sector, education and vocational training</li> </ul>
Financial	<ul style="list-style-type: none"> <li>Access to income and agricultural inputs</li> <li>Creation of accounts for international NGOs in local banks funds</li> <li>Loan facility mechanism to the communities by religious NGOs</li> </ul>	<ul style="list-style-type: none"> <li>Support the diversification of income-generating activities and propose technical coaching</li> <li>Offer financial training</li> <li>Control the source of funds deposited in banks</li> <li>Invest in agricultural research</li> </ul>	
Social	<ul style="list-style-type: none"> <li>Increase the coverage of community structures and increase their capacity</li> <li>Support the organization of mobile court hearing</li> <li>Continue monitoring of protection incidents</li> <li>Continue the awareness for the access of girls to school</li> <li>Support school feeding</li> </ul>	<ul style="list-style-type: none"> <li>Strengthen justice of proximity</li> <li>Strengthen the capacity of committees' members through technical interventions and training from companies in the private sector</li> </ul>	<ul style="list-style-type: none"> <li>Advocate for a general conducive climate to more accountability from the NGOs and Governments towards the communities</li> </ul>
Physical	<ul style="list-style-type: none"> <li>Distribute shelter kits adapted to the context and social dynamics</li> <li>Strengthen agricultural committees and their access to credit</li> <li>Strengthen the capacity of the committees in charge of infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>Ensure community participation for the provision of materials and the selection of beneficiaries</li> <li>Include the current most vulnerable generally excluded from AVEC</li> <li>Introduce new technologies such as efficient combustion fireplaces</li> </ul>	<ul style="list-style-type: none"> <li>Advocacy for the involvement of the private sector</li> <li>Strengthen modern technologies for agriculture</li> <li>Regularize, harmonize and strengthen the land register and urban planning</li> <li>Support better integration of the value chain (Inventory, processing, transport and sale management )</li> </ul>
Natural	<ul style="list-style-type: none"> <li>Develop a contingency plan for floods</li> <li>Distribute seedlings</li> <li>Support early warning systems</li> <li>Develop and adapt water points</li> <li>Support agricultural recovery</li> <li>Strengthen mediation committees</li> <li>Strengthen the system for animal vaccination</li> <li>Fight against poaching</li> </ul>	<ul style="list-style-type: none"> <li>Support income-generating activities</li> <li>Support energy saving techniques</li> </ul>	

Political	Support and strengthen local initiatives of community meetings Intensify the education and literacy for vulnerable groups Raise awareness of the rights and duties	Support advocacy of the community organizations for the participation in the local power structures	Strengthen local structures for land conflict resolution Advocacy with the National Independent Electoral Commission to improve transparency, strengthen dialogue, raise awareness and educate on democratic principles
<b>MID TERM suggestions: A road map to enhance resilience in eastern DRC</b>			
	<b>Absorptive capacity</b>	<b>Adaptive capacity</b>	<b>Transformative capacity</b>
Human		Develop vocational training centres meeting the employers' needs Strengthen participatory community structures Raise awareness about the rights and duties	Support communities so they find their own strategies of transformation Strengthen the link between the private sector and vocational training.
Financial	Support the private sector Develop financial solutions adapted to the context Find innovative strategies to provide effective free primary school Support bank innovations e banking/ m-pesa Develop the use of safekeeping against theft Support credits' development through institutional technical strengthening	Support a better integration of the agricultural value chain Review the law on succession Develop vocational training centres	Promote the enterprises' social responsibility Develop learning systems, clarify the legislative framework on taxes and suggest a unique centre of taxes Open the insurance market Develop the agricultural credit system Implement social minima
Physical	Promote civic education in schools for children and teachers and include a component on energy, environmental protection and climate change	Promote recycling and improved management of waste Strengthen the legal mechanisms at the local level, in relation with the province	Advocacy for the distribution of the State budget at the level of the provinces to be a condition for obtaining external assistance
Social	Popularize the law of equality between women and men	Develop and implement joint projects between NGOs and communities Support vocational training for women Advocacy for the integration of women in local governance	Support the restoration of the State authority, starting for example with the implementation of courts of peace Reinforce women leadership Promote attitude change towards raped women, foster reintegration and stop victims' stigma and guilt.
Natural	Support the initiatives of participatory demarcation of the boundaries of the Park Support the restoration of the State authority Support and train meteorological services	Provide support to Regideso Promote the use of ecological building material Raise awareness on the management of the forest agro environments	Advocacy for the traceability of minerals and good governance in the mining and quarrying sector

	<p>Reinforce capacities in water, hygiene and sanitation</p> <p>Develop a plan for land use coordinated between the various ministries</p> <p>Support the restocking of livestock</p>	<p>Support income-generating activities for the populations around the national parks</p> <p>Develop trees-nurseries and distribute fruit trees</p>	
Political	<p>Put more resources in civic education in the broadest sense, not just in election period</p>	<p>Support political parties so that they educate their members, strengthen democratic culture, and dialogue with other opinions and other parties</p> <p>Advocacy with the Government for decentralization</p> <p>Advocacy with the Government for better regulation of political parties (regarding their creation and their activities to limit ethnic favouritism and nepotism)</p> <p>Support the implementation of laws, their vulgarization and the availability of the texts in local languages</p> <p>Revitalize or create platforms for dialogue between communities and power</p>	<p>Advocacy with the Government for the respect and the reform of land related legislation</p> <p>Enhance transparency and accountability (positive sanctions versus negative) within the Government towards populations</p>

### LONG TERM suggestions: A road map to enhance resilience in eastern DRC

	Absorptive capacity	Adaptive capacity	Transformative capacity
Human		<p>Organize visits between young professionals for inspiration/exchanges of lessons learned, sharing of experience</p>	<p>Strengthen the links between traditional practices and modern medicine</p>
Financial	<p>Promote free secondary school</p>	<p>Develop the physical property insurance</p> <p>Support the land register</p> <p>Improve the conditions for doing business</p> <p>Support investment in the private sector and PPP (Public Private Partnerships)</p>	<p>Creating centers of development for the private sector</p> <p>Establish a system of social protection through regular money transfer</p> <p>Implement the administrative reform</p>
Social		<p>Supporting the empowerment of community committees by finding strategies for their sustainability</p>	<p>Work on the sustainability of the Congolese State's structures</p> <p>Promote change in community attitude towards women</p>
Natural		<p>Promote the rational exploitation of minerals</p> <p>Support agricultural development</p> <p>Support the REDD + process</p> <p>Improve the treatment system of wastewater (Public Private Partnerships)</p>	<p>Reform land law</p>
Political			<p>include and adapt the teaching of rights and duties in the school curricula</p>

### Measuring the impact of actions to reinforce resilience

The final session looked at how to measure the current level of resilience of communities and households, to have a baseline for measuring progress, as the roadmap is rolled out. While the organizers acknowledged the various ongoing research and working groups at a global level developing methods to measure resilience, the idea during the workshop was to look at the existing data collection on livelihoods assets in eastern DRC, to spot gaps and add only few indicators to create a more complete picture of the livelihood systems. Participants came up with the following chart, clearly highlighting that data exists on many assets and capacities. However, there is a lack of coherence in geographical area and data collection methodologies, which makes it difficult to aggregate or compare the data from these different sources. A more thorough analysis is therefore needed to optimize the use of existing data and encourage data sharing which would in turn allow the measurement of overall impact.

#### *Preliminary list of data collected on livelihood assets at the different levels of society.*

	Individuals/households level	Community level	Provincial/ National level
<b>Human</b>	ARCC Unicef ZOA Promotion of humanitarian security WFP CFSVA EDS MSA RRMP RRR/NRC Education EPSP	PEAR+ Bunakiri ISSS ZOA Promotion of humanitarian security MSA RRMP OCHA Pop IP Sante – demographics data per health zone SFCC – community radio number of basic social structures, school, health etc.	ISSS MICS EDS Government health data
<b>Financial</b>	Enquête 123 EDS WFF –FSMS (Food Security Monitoring System) WFP CFSVA ZOA Promotion of humanitarian security ARCC Unicef	ZOA Promotion of humanitarian security PEAR+ Bunakiri ISSS Financial CAP Market access	Mercy Corps – Value chain analysis 123 survey Financial CAP Market access Business environment – Acces to crédit PNUD/BCC Listing of micro finance institutions
<b>Physical</b>	ARCC Unicef Enquête 123 ZOA Promotion of humanitarian security  IPC WFP CFSVA RRR/NRC	PEAR+ Bunakiri ZOA Promotion of humanitarian security Mercy Corps – IPDs camps Wash infrastructures	123 survey WFP CFSVA PNUD Listing of current and potential hydroelectric infrastructure Wash Cluster – contingency stock
<b>Social</b>	ZOA Promotion of humanitarian security ARCC Unicef UNFPA – sexual violence HCR – Data on protection incidents, human rights and humanitarian violations HCR (to be developed) –profiling on sustainable return NRC social data	PEAR+ Bunakiri ISSS ZOA Promotion of humanitarian security UN Habitat – Land issues SFCC – Community radio Protection SAP – Civil protection Christian Aid – informal conflict management SFCC participatory conflict analysis NRC – Systems resilience HCR population movements, demographic data and IDPs vulnerabilities. Community structure for peac and conflict resolution. Conflict Scan Alert International – formal /informal conflict management mechanisms, women’s participation, community committees, Protection measures, CAP survey on perception regarding conflict and peace. UN Habitat – land based conflicts	ISSS SFCC – Security and governance IPC Cluster SECAL

<b>Natural</b>	ARCC Unicef ZOA Promotion of humanitarian security WFP CFSVA MICS MSA RRMP	ISSS ZOA Promotion of humanitarian security MSA RRMP Christian Aid –Agriculture, livestock water sources SFCC – analysis PNUD INS - 123 survey, shelter data	ISSS MICS 123 survey Market price monitoring PNUD/REDD/WB – Forest degradation OVG Volcano monitoring
<b>Political</b>	MSA RRMP	PEAR+ Bunakiri ISSS: Democratic dialogue, restoration of the State authority, security, fight against sexual violence, return, reintegration, socio economic recovery MSA RRMP Alert International –democratic process, good governance, elections, participation to community general assemblies. Christian Aid – participation to community committees influencing power.	ISSS SFCQ – Security and governance PNUD Pol. – Data base per project, including mediation system, peace and development committees. PNUD-CAS-SSU pol. – data on perception regarding the judicial security and administrative services

### Next steps

This resilience systems analysis has provided not only a series of outputs that better define the risk landscape and ways of boosting the resilience in the future, but also a means of exchanging information and reaching consensus between different types of key actors, despite their different expertise, mandates and programming timeframes.

While individual organizations can now integrate parts of the roadmap into their existing programming, and therefore help to boost resilience, it will be the combined efforts of many organizations and actors that will assure sustainable resilience building across eastern DRC. The various outputs from the workshop will allow individual organizations to better address the issue of resilience through their existing programmes. However, the overall message from the workshop was that boosting the resilience of households requires a series of measures, at different layers of society, from the short- to long-term, working with different actors. This broad range of measures is required to ensure that all people living in eastern DRC are able to make good choices about how to absorb, adapt or transform, in order to deal with the risks they face in their lives.

#### a. How can the workshop’s output be used in each organization?

Individual action plans by participants often mention the following commitments:

- Share the experience and workshop’s output with development and humanitarian colleagues, field teams and national and implementation partners.
- Revise the organizations’ tools, programmes and current strategies to include the newly acquired knowledge (for example, review initial needs assessment methodologies to include indicators for all types of capitals)
- Find and discuss the organizations internal policies regarding resilience, either globally or for the DRC specifically

Participants are also considering using products of the workshop to:

- influence future programmes (strategy, planning, activities)
- complement the existing databases and use the data collected to measure resilience
- access specific sources of funding
- take stakeholders power and influence into consideration for future programming
- organize more in-depth analysis using a methodology similar at provincial or national programmatic level

The following table summarizes the various workshop products and suggests how they can be used by the organizations

Briefing pack product	Description	Possible use
<b>Risk sheets</b>	Detailed information on the characteristics of each major risk and impact on livelihood assets	Can be referred to once a decision is taken by the actor on which risks to prioritise for programming, used to detail the risk challenges programming needs to address..
<b>Qualitative impact ranking list of assets based</b>	Allocates the combined impact of major shocks on a series of key livelihood assets, and ranks these from most impacted to least impacted	Used to help understand what parts of the livelihood systems are more prone (weakness in the system) and less prone (force in the system) to impact of shocks. This gives an indication for how future shocks are likely to impact on the system, even when the nature and timing of these shocks is uncertain. Can be used to guide prioritization (most risk-prone assets) and sequencing (moving to less risk prone assets).
Workshop products	Description	Possible use
<b>Graphical representation of risks causes and effects</b>	Demonstrates the cause and effect linkages between long-term stresses, and covariate and idiosyncratic shocks.	Used to gain an overall picture of the risk landscape and to take strategic decisions about how far programming needs to address the symptoms of risk (shocks) and/or their causes (cascading shocks, underlying stresses).
<b>Risk heat map</b>	Compares the relative risk of different potential risk events (shocks)	Used to take decisions on which risks need to be prioritized by programming, with a focus on those with the highest likelihood and highest impact
<b>Risk landscape per vulnerable group</b>	Demonstrates how different vulnerable groups are impacted by the risk landscape	Used to ensure that solutions for managing risk and boosting resilience address the specific risks of each vulnerable group.
<b>Livelihood capital sheets: risk, weaknesses, strengths</b>	Explains why each asset (grouped per livelihood capital) is more or less prone to shocks and what existing resilience-building capacities exist.	Used to further map and explain why parts of the livelihood system are preferentially weaker or stronger. This information is used to better target weaknesses in the systems and to reinforce and exploit the lessons learnt from the strengths in the system
<b>Mapping of stakeholders</b>	Maps the main actors affecting household livelihoods, showing their relative power (strong to weak) and influence (positive or negative), and the layer of society they operate at.	Used to ensure that programming also targets the key actors that control access to household livelihood assets and that influence the decision-making of people in how they use their assets.
<b>Roadmap for the short-, medium- and long-term</b>	Prioritizes and sequences the different actions that can be taken to reinforce absorptive, adaptive and transformative capacities of people and their livelihoods systems.	Used as an overall vision for what programming choices can be taken per capital group and over different timeframes to reinforce resilience. Individual organizations can selectively choose options that boost resilience according to their specific mandates/expertise/programming timeframes
<b>Databases per capital per layer</b>	Provides an initial overview of what databases exist and at what layer of society they target.	Used as a first understanding of how existing databases can be potential used to track the levels and quality of assets, a key dimension for measuring the impact of reinforcing the resilience of people's livelihoods.

## b. How can the workshop's output be used to jointly plan actions?

Individual action plans included actions to be taken outside of the organization, such as:

- Begin, or further develop operational partnerships,
- Review the role of the Pool Fund for boosting resilience,
- Feed lessons learnt externally to other partners and actors, and,
- Feed lessons into different Clusters (e.g. indicators) or government bodies.

The detailed plans of action can be used as a sort of market place to make connections with other actors who have similar interests in how to move forward with resilience.

The outputs of this workshop provide a consensus and synthesis about the risk landscape to be addressed in eastern DRC, and about the key measures that will be required to boost resilience. Many participants have commented that this in itself is very valuable for eastern DRC. However, moving from achieving consensus to joint action to sustainably boost the resilience of people's livelihoods in eastern DRC will require further steps, including:

1. Commitment to resilience within organizations and their operational partners should be followed by external exchanges with other organizations that have a similar commitment. This means going beyond many of the internal individual follow-up plans expressed by participants, to establish a joint organizational commitment.

2. A joint organizational commitment may also be facilitated by a joint donor and government commitment to provide the resources and framework within which joint or coordinated programming on resilience can take place.

3. Joint programming on resilience would be ideally anchored to a common humanitarian and development strategic and planning mechanism, to allow an easier coordination, harmonization and joint measuring of programming that boost resilience. The current workshop outputs, particularly the short-, medium- and long-term roadmaps can be converted into a pathway of actions that have linked milestones and programming strands, backed up by indicators for measuring progress and impact.

4. Initiatives to support programming can also include:

- a better harmonization of local and international research, together with forums to help operators build better practice and to demonstrate impact and cost benefit.

- Joint training on integrating resilience into policy, strategy and program/project cycles

These above points could be begun in modest way, for example, in specific provinces to ensure a complete coverage of actions, partnerships between diverse actors with their own expertise, that may overlap geographical zones of humanitarian and development cooperation action.

## Annex: Participants list

Organisation	Name	Family Name
Ambassade des Pays Bas	Jean Mobert	Nsenga
AVSI	Gabriele	Gardenal
Cristian Aid	Honorine	Nyolo Tabu
DFID	Alastair	Burnett
DFID/ Valid Int.	Lewis	Sida
Division des affaires humanitaires Etat RDC	Ignace	Kasika Kibatsi
FAO	Michele	di Benedetto
FAO	Augustin Milembo	Likele
MercyCorps	Solenne	Delga
Monusco	Laurie	Delstanche
Monusco	Sarah	Schouwenaar
NRC	Saul	Butters
NRC	Bony	Mwamba
OCHA Goma	Anne-France	White
OBSERVATOIRE DES DROITS HUMAINS	Felicien	Kitoto
PAM	Koffi	Akakpo
Protection Civile	Joseph	Makundi
Protection Civile	Ildephonse	Nguomoja
Search for Common Ground	Nelson	Bagula
Search for Common Ground	Isaac	Michele
Solidarites Intl	Vincent	Veillard
Swedish Embassy	Anna	Furubom Guittet
Trust Merchant Bank Goma	Chantal	Faida
UN Habitat	Jean Emmanuel	Muhigo
UNDP	Joseph	De Beus
UNHCR	Christophe	Beau
UNICEF	Consolata	Buhendwa
UNICEF	Camille	Donnat
UNICEF	Anna	Orlandini
UNICEF	Jean-Pierre	Paratore
UNICEF	Cecilia	Pietrobono
UNICEF	Patrice	Vayikalanga
UNICEF	Nona	Zicherman
WFP	Billie	Mwiinga
WFP	Koffi	Akapko
World Vision	Anicet	Kalemaza
Zoa	Prince	Kalenga
	Patrick	Mututa
<b>Host and technical team</b>		
OCDE	Andrew	Mitchell
OCDE	Astrid	de Valon
OCDE	Rachel	Scott
UNICEF	Mia	Jeong
UNICEF	Yannick	Brand