

CENADEP

CENTRE NATIONAL D'APPUI AU DEVELOPPEMENT ET A LA PARTICIPATION POPULAIRE
National Center for Development and Popular Participation

Antenne du Kivu

Report of the preparatory workshop on information collecting, managing and diffusing techniques, communication strategies, thematic networking, type of relationship with other stake holders (notion of partnership) and decision-making mechanisms by the delegates of the local monitoring Committees in the mining

With the support of PPA-ESOLVE Inc.

Bukavu, Tuesdays, 04 March 2014

In the meeting room of “Centre National d’Appui au Développement et à la Participation Populaire”, CENADEP/KIVU has been held an instructive meeting for preparing the workshop on the topic mentioned above. This event has been attended by two delegates of the local monitoring committees of Nyabibwe mining sites and 4 members of CENADEP/KIVU staff.

For the meeting moderator, the head of CENADEP/KIVU this meeting is a part of the project to support initiatives of civil society in the monitoring of transparency, ownership of whistle-blowing mechanism and accountability in the mining sector of South Kivu. This project is financed by the Public Private Alliance (a group of State and non-state actors and the private sector) for promoting legal mineral exploitation and trade.

The main purpose is to enable actor to follow-up traceability and 3TG certification (Tungsten, tantalum and gold).

From the context

At the regional level, there is the regional certification manual of ICGLR based upon 6 tools which are:

- The data base: Each member state must submit to ICGLR produced amount in order to determine whether the States exports are equal to their production.
- The formalization of artisanal mining sector: this is about creating mining associations where diggers are co-owners of the associations
- Extractive Industries Transparency Initiative (EITI): It takes interest in the receipts from mineral trade. Thus, the notion of accountability in the mining sector is raised, this means how the community has access to basic economic and social infrastructures.
- The harmonization of mining laws: certain countries have laws encourage fraud. These laws shall be standardized in all member States in the region.
- Whistle-blowing mechanism: it is the oversight of legal and illegal acts in the mining compliant or not with international standards. These acts are reported through reports in the form of alert.
- Certification: it is about determining the origin of 3TG minerals. Confirming that the exportation of minerals from mining sites meets the normal condition (required) and the minerals have paid all State taxes. This is the reason of the presence of SAESCAM and the division of mines. CEEC (Center for Evaluation, Expertise and Certification) issues the certificate that will accompany the minerals until they are brought to the final buyer.

On the certification, following conditions must be met:

Certified mining sites

1. Mission of mining site validation and qualification by
 - SAESCAM, the division of mines, the ministry of mines; ITRI-ITSCI/PACT; civil society (thematic working group “mine”); international partners (JMAC, BGR, IOM); in short 4 stake holders intervene in this process these include the government, civil society, international partners and private sector(traders, cooperatives and comptoirs).
 - Drafting the report of mining site validation and qualification mission. This latter is to be submitted to National Minister of Mines in Kinshasa. This report is confidential.

- On the basis of this report, the Minister of mines drafts a ministerial order carrying 2 indications. He shall append a list of validated and not validated sites. Those validated are green flagged and those not validated are red flagged. There is yellow flag between red and green.
 - Green allows mining and export
 - Red flag forbids mining and export
 - Yellow flag is transitional between the two first flags but not transitional in the DRC(only red or green)
2. If a concession belongs to thirds, the cooperative has to sign an agreement protocol with the concessionaire (the site is not only green but also conflict free).
 3. Deployment of State services (SAESSCAM, division or police of mines).
 4. Traceability process (ITRI/PACT)

Conditions of qualification (green, red, yellow sites)

- Presence or absence of armed groups
- Presence or absence of FARDC(without special mission)
- Presence of children under 18 years of age
- Presence of pregnant women
- Existence or non-existence of illegal taxation

Other conditions (not least important) are the following: diggers' working conditions with respect to equipment, wages, healthcare, environment (rehabilitation of vegetation cover...).

The project implemented by CENADEP foresees a set of activities. Amongst them we can mention a training workshop on the technique of collecting, managing and diffusing information, communication strategies, work in thematic network and relationship with other stakeholders (notion of partnership) and decision-making mechanisms by the delegate of local monitoring committees in Nyabibwe.

The next step includes the support to four local monitoring committees in the following sites:

- Kalimbi: T20 and Koweït, Lushebere and Kazibaziba
- Nyamukubi : Manga et Nkwiro
- Bushaku : Lijiwe, Kaitolea, Ngandju and Nyawaronga
- Kiboto : Kibuye and Kiboto

The mining site of Numbi has been put on hold due to certain constraints.

Giving the floor to Mr. Olivier, leader of CSAC/Nyabibwe to present the tasks of CSAC, this latter stressed that the tasks include: the monitoring of incidents, awareness raising, recommendation and drafting reports. The committee also sets up action plan, conducts the monitoring, advocacy, surveys and products report.

Regarding the workshop Schedule

Following dates have been retained: the workshop takes place from 11 to 13 march 2014 and the arrival of the team of CENADEP planned on 10 march 2014.

Regarding the identification of the participants

For the mining site of Nyabibwe, Mr. Olivier of CSAC/Nyabibwe has been tasked with listing 13 participants from Kalimbi, Kazibaziba, Kambululu and Lushebere, 13 participants from Nyamukubi (Manga and Nkwiro), 7 participants for Kiboto and Kibuye. However, for the site of Bushaku, the task of identifying participants (13 persons) has been given to Bonny of Kalehe Civil society (Lijiwe, Kaitolea, Ngaju and Nyawaronga). The lists of identified participants had to be transmitted to CENADEP between 7 and 8 March for the invitation letters.

Workshop venue : Nyabibwe-centre

- Meeting room : Hôtel HBK
- Accommodation of participants and the members of the pedagogical committee
- Food restaurant during the workshop: Hotel Café de Mine

Charges for the deployment of MR. Olivier Mitima and Bonny Shanvu for the identification of the participants in Nyabibwe, Nkwiro and Bushaku.

Description	Beneficiary		Total
	Bonny	Olivier	
Travel expense Nyabibwe-Kiboto-Nkwiro-Nyabibwe (pour Olivier)		30\$	30\$
Travel expense Kalehe-Bushaku-Kalehe	30\$		30\$
Communication	10\$	10\$	20\$
Food for 3 days	50\$	50\$	100\$
Travel expense Kalehe-Bukavu-Kalehe	20\$		20\$
Travel expense Nyabibwe-Bukavu-Nyabibwe		36\$	36\$
Total/beneficiary	110\$	126\$	236\$

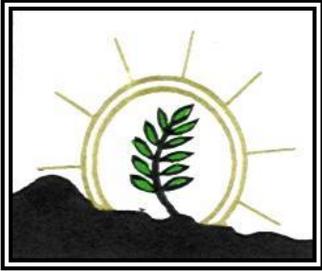
Written in Bukavu, 6 March 2014,

Philémon CHIKURU

Session report

Cyprien BIRHINGINGWA MUGABO

Coordinator



CENADEP

CENTRE NATIONAL D'APPUI AU DEVELOPPEMENT ET A LA PARTICIPATION POPULAIRE

National Center for Development and Popular Participation

Antenne du Kivu

Report of the training seminar of civil society actors in South Kivu, members of the local monitoring committee of mining sites in the territory of Kalehe (Nyabibwe) on “communication strategies, techniques of collection, management and diffusion of information, networking, partnership building and decision-making mechanism in the mining sector”

Organized by CENADEP/Kivu with the support of the Public-Private Alliance/RESOLVE

Bukavu, March 2014

1150, Av. Tabora/Barumbu
B.P. 14.582 Kinshasa
Page 5 of 50
Tel : 23 99 20 20 97
Email : cenadep@yahoo.fr
Fax : 00 243 12 20 252

33 A, Av.E.P.Lumumba / Ibanda
B.P. 3064 Bukavu-R.D.Congo
Tél. + 243 998 62 58 95, +243 810343171
E-mail : cenadepkivu@yahoo.fr
cypbir@yahoo.fr

Introduction

The National Center for development and popular participation CENADEP, a Congolese human right NGO based in Kinshasa. It is represented in the provinces of South Kivu, North Kivu and Maniema by CENADEP/Kivu based in Bukavu at 33/A, Av. Patrice Emery Lumumba, Ibanda. The organization works in various areas notably the advocacy in favor of extractive mining industry transparency. This is the context in which CENADEP/Kivu with the support of the Public-Private Alliance (PPA) through RESOLVE implements a project aiming at “supporting civil society initiatives in the monitoring of transparency, ownership of whistle blowing mechanism and accountability in the mining sector in South Kivu, the Democratic Republic of Congo”.

In its 2014 bi-annual planning, CENADEP/Kivu plans to organize within the framework of this project some activities relating to the monitoring of mining sites as well as thematic working group “Mines” member association of South Kivu on the topics mentioned above. The purpose of these workshops is to increase their communication and organizational skills in the matter of mining sector management and cleaning up mineral supply chain.

The fact is that many of the problems diagnosed in the management of the mining sector in the province of South Kivu are also linked to the low organizational capacity of the different stakeholders and communication skills between them.

This report concerns the organization of a training workshop for local civil society members in the territory of Kalehe involved in the surveillance and monitoring of incidents and other illegal practices that could jeopardize the system of traceability and regional certification of 3TG minerals implemented in Nyabibwe within the framework of the pilot project "Conflict free tin initiative".

This training workshop was organized at the trading center of Nyabibwe, from 11 to March 13, 2014 in the meeting room of Hotel HBK.

In total, 46 out of 49 participants amongst delegates of local civil society active in the advocacy in favor of transparency in the mining sector of the territory of Kalehe took active part in the work. These participants are spatially distributed in four main geographical areas, namely:

A) Nyabibwe: 13 delegates from villages neighboring the mining sites Kalimbi, Kazibaziba, Kambululu and Lushebere;

(b) Nyamukubi: 13 delegates from villages neighboring the mining sites of Nkwiro and Manga

c) Lijiwe: 7 delegates from villages neighboring the mining sites of Kiboto and Kibuye

d) Bushaku: 13 delegates from villages neighboring the mining sites of Kaitolea, Ngandju and Nyawaronga

e) Numbi: 3 delegates coming from the trading center of Numbi.

Initially, the project plans to support 4 local surveillance and monitoring committees of mining sites around the main mine of Nyabibwe. However, given the importance of the mining site of Numbi providing various minerals, its remoteness and problems of accessibility, CENADEP/Kivu and the delegates from the other local committees were unanimous on the urgency to extend the actions for strengthening the capacity of local civil society in this area.

Thus, Numbi was represented by 3 key civil society delegates with the mission of conveying the message to the other civil society actors and stakeholders in the process.

Given the scale of work, CENADEP/Kivu has deployed a team of six to lead these meetings. This pedagogical team arrived at Nyabibwe on 10, March 2014 in the afternoon in order to have sufficient time to make optimal organizational arrangements for the activity: ensuring the accommodation of delegates from remote areas (Numbi and Bushaku), the food restaurant for the participants and finalizing political and protocol contacts with the local authorities.

This pedagogical team includes the following members: -

-Mr. Cyprien BIRHINGINGWA, Coordinator of CENADEP/Kivu and speaker;- Mr. Alexander Kopp, GIZ Technical Advisor to COSCO-GL who came to accompany the team to Nyabibwe in order to understand the work of CENADEP on the ground , to make contact with local actors and to visit the 2 mining squares T20 and Kuwait of the 3T-bearing mining site of Kalimbi. COCSO-GL is a Civil Society Coalition in the Great Lakes Region against the illegal exploitation of natural resources. It has been put in place by CENADEP Antenna/Kivu with the aim of strengthening the capacities of civil society for an active participation in the process of implementing the regional initiative against the illegal exploitation of natural resources within the framework of the international conference of the Great Lakes region. In its initial phase since 2011, COCSO-GL includes civil society actors from Burundi, Uganda, the DR Congo and Rwanda. The German Cooperation in the Region of the Great Lakes region wants to support the work of COCSO-GL and appointed a Technical Assistant to the regional Executive Secretariat of this Coalition currently insured by CENADEP/Kivu.

- Mr. Jean-Bosco, President of the Provincial Human Rights Network or REPRODHOOC and Consultant at CENADEP/ Kivu, speaker in the training workshop; -

-Mr. Philemon CHIKURU, Administrative and Financial Assistant at CENADEP/Kivu and in charge of logistical issues of the workshop; -

-Mr. Bienvenu MAPENDO, Public rights degree-holder, Consultant at CENADEP/Kivu and the workshop reporter;

-Mr. ZIHALIRWA BALOLA, car driver.

The training workshop focused on the following topics:

- Mineral substances traceability and certification in the context of conflict minerals
- Communication and communication techniques implemented in the mining sector;
- Techniques of collecting, managing and diffusing information in the mining sector;
- Thematic networking, building partnership and type of relationship between different stakeholders for transparency in the mining sector ;
- Decision-making mechanisms by the delegates of the local committee for surveillance and monitoring of mining sites in the territory of Kalehe, specially in the mining sites of Nyabibwe, de Nyamukubi, Bushaku, Kiboto and Numbi.

1. Mineral substances traceability and certification in the context of conflict minerals: requirements and prerequisites

This communication presented as curtain-raiser of the workshop by the Coordinator of the CENADEP Antenna/Kivu and Regional Executive Secretary of COSCO-GL, who in his introductory words briefly thanked the local authorities and the participants for their presence before introducing the members of the team of Cenadep/Kivu and presenting the pedagogical organization of the workshop in terms of program, objectives and expected results. For local civil society actors, the communication aim is to situate the work of CENADEP in Eastern Democratic Republic of the Congo and in the Great Lakes Region especially as regards the issue of conflict mineral and accountability, the role of local civil society in supporting participatory and reliable systems of traceability and certification of mineral substances in high-risk or post-conflict areas. The communication highlighted the ongoing project by insisting on the elements which must be subject to surveillance, monitoring in the mining sites and the development of an active, proactive and accountable communication within civil society advocacy and lobbying networks aiming at improving mineral exploitation and marketing in strict compliance with regulations in force in the DRC and Great Lakes Region as well as human rights principles.

CENADEP Antenna/Kivu is in partnership with the Public-private Alliance represented by the U.S Agency RESOLVE for the implementation of the project to support the initiatives of civil society in the follow-up of transparency, ownership of the Whistle-Blowing mechanism and the promotion of accountability in the mining sector in the province of South Kivu.

The project is part of a large program put in place by Governments, businesses and international civil society in the framework of the Public-private Partnership to support responsible supply chains in post-conflict and high-risk areas. CENADEP/Kivu, Partnership Africa Canada and ITRI respectively, international civil society organizations, and the industry are beneficiary of this program running in Eastern Congo.

1. Traceability and Certification of minerals

1. Traceability

The concept "traceability" comes from the verb "to trace" which means to determine the traces, the path of something. In the mining sector, traceability is used as the possibility to follow and to be able to identify a parcel of minerals in different stages, from extraction to transport, processing or smelting, marketing and export. Mineral traceability is performed by an agency specialized in this area. This is the case of ITRI in partnership with PACT for mineral traceability in the pilot site of Nyabibwe/Kalimbi. State services such as SAESSCAM and the Administration of Mines/Provincial Division of Mines of South Kivu are present in the field to ensure functions recognized by law. For instance in the mineral sector some state-recognized duties are paid to the Division of Mines.

2. Certification

The concept "certification" comes from the verb "to certify" which means to testify that something is certain, correct and or exact. The certification of parcel is therefore a guarantee, at the national and or international level, that the mineral has been extracted under acceptable, required conditions and is legally out of the producing country, all contributions and taxes have been paid to the State. The Center for Assessment, expertise and Certification, CEEC is the service entitled to accompany the certification process and to issue export certificate. In February 2014, South Kivu has been issued with its first regional certificate. This certificate is gradually replacing the initial export certificate.

In the context of the DR Congo and great lakes region, exploitation and trade of the following minerals are subject to certification and traceability systems: tantalum, tin, tungsten and gold so-called 3TG minerals. These minerals are covered by these systems as they are qualified conflict minerals at the international level referring to armed conflicts and their consequences which have prevailed and still rife in the region of the Great Lakes Region, in particular in eastern of Democratic Republic of the Congo. The objective is to cut the links between the exploitation/trade of minerals and armed groups activism - and to avoid that mining transactions do not participate in the exacerbation of conflict and human rights violations in the region.

These traceability and certification systems are in close relationship with various national, regional and international regulations.

The international conference on the Great Lakes Region was adopted in December 2006, the Pact of security, stability and development. This Pact include ten regional protocols amongst which the protocol against the illegal exploitation of natural resources. The implementation of this protocol has been supported by the Lusaka declaration signed by the Heads of States in the region who have subsequently established the Regional Initiative against the illegal exploitation of natural resources led by a steering committee on the basis of a Manual of regional certification of minerals. Partnership Africa Canada and the GIZ have technically accompanied its development. ICGLR has also just established a Coordination unit of Natural Resources.

The six tools of regional certification are: Data base, Formalization of artisanal mining, Extractive Industries Transparency Initiative or EITI, harmonization of legislation, Whistle-Blowing mechanism and certification.

The six tools of regional certification



1.2 Requirements of 3TG-minerals regional certification

Briefly, the local civil society actors, in particular the surveillance and monitoring committees of mining sites will have to know that the process of regional certification focuses on the observation of a number of requirements on the ground and in the mining sites. These requirements include: absence of armed groups, absence of regular armed forces units, absence of children and pregnant women in the mining site, absence of illegal taxation. Civil society actors, in particular human rights activists will also observe other requirements including diggers' working conditions, existence or absence of safety equipment while mining, working hours in accordance with the mining code, situation of fair and equitable wages,

diggers' access to healthcare, hygienic conditions in the site and issues concerning environment protection , ...

1.3. - Prerequisites for 3TG regional certification

The regional certification of ores in the Great Lakes region, in particular in eastern DR Congo requires a control process on mining sites and administrative measures to be taken by the authorities tasked with the management of mines.

The following items have been taken into account upstream of the process of the regional certification of minerals in the province of South Kivu:

1.3.1. - Joint missions for mining sites qualification and validation.

Generally, these missions include actors from different entities namely: government (Provincial Division of mines, SAESSCAM, Ministry of Mines), the representatives of the private sector for instance the Group Mining Cooperatives of South Kivu or GECOMISKI, the Association of traders of ores, civil society representatives involved in the sector of natural resources (mining) as well as the representatives of technical and financial partners namely: BGR, JMAC-MONUSCO, IOM, ICGLR, USAID, ...

3.2. - the report of the joint mission.

The joint missions of qualifying and validating of mining sites are recognized by a confidential report to be transmitted to the National minister of mines of the DRC. It contains field-mission observations according to the requirements of regional certification. These observations will enable the National Minister to grant a green, yellow or red status to the mine depending on the case.

1.3.3. - the ministerial order for mining sites validation

It is signed by the national Minister in charge of mines. As noted above, the appendix contains the list of mining sites with their respective status. The status of the mine may be green- yellow or red. In Democratic Republic of the Congo, the yellow status is considered to be red. Yellow or red mines are not eligible for operating until the State together with other relevant actors put in place appropriate mitigation measures making the red mine yellow and then yellow mine green.

In other cases, the yellow-flagged mine can operate and its products can be exported. But, the operator is granted with six-month moratorium of for the move to green. As for the red mines, they must be closed and are not allowed either to exploit or trade mineral. The green mines are those which meet certification requirements of. They are eligible for exploitation and export.

1.3.4. - Memorandum of Understanding between the concessionaire and the mining cooperative or group of diggers.

Once the mining site is stated "green" by the order of the national Minister of mines, and in order to avoid conflicts between mining stakeholders, especially in cases where the site is conceded, Signing of a memorandum of Understanding is required between the land title holder and the artisanal miners. The protocol shall specify payment arrangements of mining royalties by the operators to the concessionaire.

1.3.5. - Deployment of State services and agencies specialized in the area for mineral traceability.

The Division of mines, SAESSCAM and the Police of Mines are the 3 State services to be deployed in the mining sites. They shall collaborate with relevant traceability organizations.

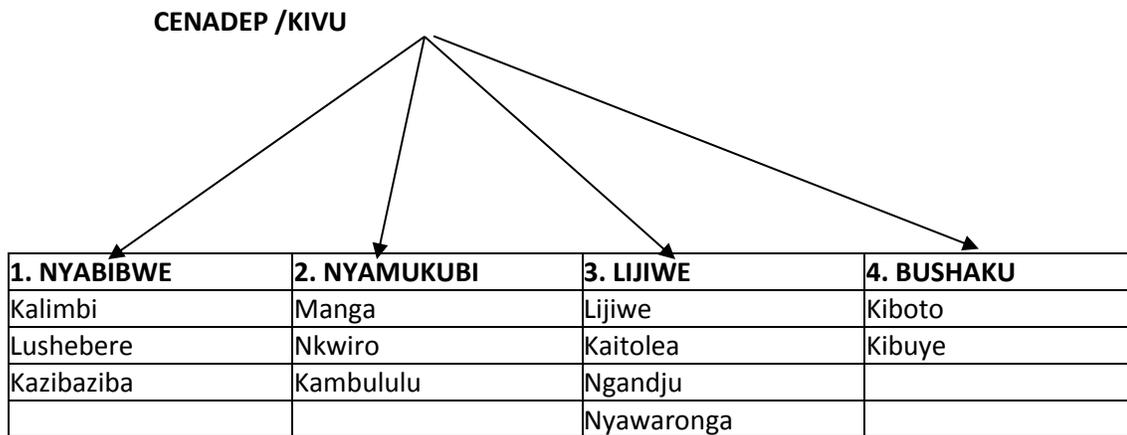
1.3.6. - Participants' inputs

After having followed this communication, the participants in the session were made aware of requirements and prerequisites in the traceability and certification systems of mineral substances in the province of South Kivu and Eastern Congo in the prospect of eradicating the injection conflict minerals in the supply chain. Particularly in the area of Numbi, the delegates stressed that the exploitation and trade of minerals do not meet the requirements. Mining is brutal and knows a great participation of ineligible persons, namely some military servicemen and other State officers and involves an increasing number of children and pregnant women.

Numbi civil society actors claimed that cleaning up mineral supply chain in this part of the province is difficult and dangerous due to the weakness of the State authority and to the absence of other working alternatives in this area.

In addition, the participants identified geographical intervention areas of CENADEP/Kivu and mapped mining sites in the territory of Kalehe. (See diagram below).

- The local monitoring committees backed by CENADEP/Kivu in the mining site of Kalehe.



► **Strategic monitoring of the fifth committee: NUMBI**

5. NUMBI

N°	SITES	MINERALS
1	Fungamwaka	Tourmaline et cassitérite
2	Kakenge	Cassitérite
3	Mungwe	Coltan and manganese
4	Nyangano	Gold
5	Birumbu	Gold cassitérite
6	Lumbishi	Wolfram, or, tourmaline and cassitérite
7	Nyabyondo	Gold, cassitérite and coltan
8	Rwangara	Gold and coltan
9	Chamilonge	Gold
10	Mpuru	Gold
11	Fangeri	Gold and cassitérite
12	Ziralo	Tourmaline and Gold
13	Kasungarere	Cassitérite
14	Kahira	Gold, tourmaline and cassitérite

Mining sites mapping in the territory of Kalehe

N°	Mining site	Mined ores
1	KALIMBI	CASSITERITE
2	KAMBULULU	CASSITERITE
3	KASESE	GOLD and CASSITERITE
4	MANGA	CASSITERITE
5	NKWIRO	CASSITERITE
6	KATASOMWA	GOLD and CASSITERITE
7	KIBUYE	CASSITERITE
8	KITENDEBWA	GOLD and CASSITERITE
9	KOBOTO	GOLD and KASITERITE
10	KITINDIRO	GOLD and TOURMALINE
11	BIRUMBU	GOLD and CASSITERITE
12	BIHOGO	GOLD and CASSITERITE
13	BISHAKA	GOLD and CASSITERITE
14	MUTUGUNDU ?	GOLD, CASSITERITE and COLTAN
15	RUZIRANDAKA	GOLD and TOURMALINE
16	FANGERE	GOLD and CASSITERITE
17	LIJIWE	GOLD and CASSITERITE
18	NYAWARONGA	GOLD and CASSITERITE
19	CHAMBEHO	CASSITERITE
20	LUMBISHI	GOLD, WOLFRAMITE and TOURMALINE
21	BUMBI	GOLD, TOURMALINE and CASSITERITE,...
22	FUNGAMWAKA	
23	KAKENGE	
24	KAHIRA	
25	KAMATENDE	
26	RUBONA ; 27 KAULU ; 28 NYANGANO	29 RUTALE

II. Communication techniques

This presentation made by Mr. Jean-Bosco Muhemeri, President of the Provincial Human Rights Network of South Kivu.

After a brief exchange with the participants on the concept "communication", the speaker presented the summary plan for his presentation focusing on six topics:

- Concept of "communication";
- Basic elements of a communication;
- Criteria for a good communication;
- Practical Exercise on information distortion;
- Different phases in developing communication strategy;
- Some means.

2.1. - *Concept « Communication »*

The concept "communication" means:

- To disseminate an information or an image among a public;
- Exchange of information between persons or animals; -
- Transmission of information: here we do assume that information is given to a well identified and known person.

Ex: The Local Surveillance and Monitoring Committee may report to CENADEP on a situation of human rights violation in the mining site of Nyamukubi. Other nuances on the word "communication" are to be noted depending on the context (in French). For example: a door is in communication with a room or Madam is in communication since the morning, etc.

In short, communication is the act of communicating or results from communicating. To communicate means to receive a notice, a message or to transmit it.

2.2. - *Basic Elements of communication*

In a communication, there are five essential elements:

- A transmitter: the one who speaks, provides information
- A receiver: the one who receives the information or the message
- A channel that between the transmitter and the receiver. Ex. The ear is a channel in transmitting information from mouth to ear.
- A message, data or information which from transmitter to receiver.
- A feedback: There must be a feedback from the receiver (an acknowledge receipt of this latter).

2.3. - *Criteria for a good communication*

A few major issues before communicating:

a) Who shall we be talking to? Here, it is about identifying the target. The targets may be the group of persons referred by a communication. We can have direct targets (communication addressed directly to the recipient) and indirect targets (reaching the recipient through an intermediary).

b) What do we mean by "message". What topic to address, why? How? Is it about addressing all or a part of the topic? Including comments or not, in order to influence the attitude or not- ? ...To do this, the message must be **clear, precise, simple, reliable, understandable** and **consistent** so as to obtain a feedback from the receiver (his reaction); it is a way to ensure that the message has been received and understood.

c) What the receiver already knows about the topic? Here, it is about meeting my interlocutor's interest and bringing up the usefulness of my message. Does my interlocutor know something on the topic? What? To avoid repetition.

d) What does my target have to know? Of the entire topic, what part may interest the target? The effectiveness lies in the ability to choose the part of the topic which meets the needs of the target in relation to the aim pursued. The speaker reminded the participants that persons and agencies communicate because of a variety of reasons including to inform, to convince, to avoid misunderstandings and to present a viewpoint or to smooth out difficulties etc. There is communication from the moment when a message is received and causes a feedback from the target.

Does a journalist who communicates on the radio or television control his target? The speaker has answered that in general he does well master his target because he addresses the topic in most cases to a well determined class of the society. Ex. a program focused on handicapped persons while the whole world is not handicapped; a press release in mashi, only mashi-speaking people are concerned, a journal in French does target the category of persons who have been at school, a bulletin in English reduced the understanding of those who have been at school etc.

2.4. - Practical exercise on information distorsion

A practical exercise has been given to participants divided into two working groups. It focused on two telegrams to be communicated by two messages. Within each group, the information was to be transmitted orally member to member. At the end of transmission, the first and last member will have to disclose aloud the message they have received.

The 1st message was: "Mom is going to come where I am and dad can sell my home at the price of his choice". But after this message transmission, the last receiver on the line, in disclosing, presented a

message in Swahili "mwanamuke hawezi uzisha nyumba bila bwana yake" which means in French "the woman cannot sell the home in the absence of her husband".

The 2nd message was: "sell my house at \$1000 and come all in Kinshasa through the first flight ". At the end of transmission, the message has been disclosed: "muuzishe ile nyumba munikute Kinshasa" in French: "sell the house and join me in Kinshasa ".

The result of this exercise was that oral communication does not offer a guarantee of faithful transmission; it happens that the message is distorted. The feed-back in such a communication is inconsistent with the expectation of the transmitter.

Lesson learned: well choose communication means to avoid inconsistencies: distance between intermediaries, technical failures, voluntary information distortions...

2.5. - Strategies

The speaker has stressed in his presentation that in the elaboration of strategies, certain questions shall be firstly answered: what (what action)? Why? (Purpose and concrete objectives pursued), to who (targets)? How many (human, material and financial resources)? How? (The methodology leading to concrete results), when?, from whom?

The process of setting up strategies can be initiated by following stages:

- (a) Data research (survey): who, what, when, how, why?
- B) An analysis of available data in order to remove unnecessary information which result from perceptions, rumors or opinions of each other. Let appear intact facts;
- c) An assessment of available resources, identifying challenges;
- d) Definition of the goal and objectives;
- e) An identification of audience (public, policy makers etc.);
- f) Production of the message that we would like to hear and to see;
- g) The choice of means to be used, etc.

1. A few means

- Media: written press, radio, television, banners, streamers, outdoor signs, signs in public transport vehicles, displays in shopping centers; -

Printed Documentation: brochures, leaflets and other publications, posters, newsletters, annual report;

- Relations with the population: Direct Mail, conferences, audiovisual presentation, personal contacts, public meetings, training sessions, sponsorship

- Relations with partners: Mail (postal or electronic), periodic exchanges, network for information sharing, phone calls, reports, meetings, face to face contacts;

-Internal Communications: meetings, bulletins, annual report to employees, information attached to the pay envelopes, letters sent among employees, messages on bulletin boards, electronic mail, SMS.

The speaker briefly defined a network, its advantages and configurations. He said that the generic term "network" defines a set of entities (objects, people, etc.) interconnected with each other. It allows as well circulating material or intangible elements between each of these entities according to well defined rules. It may mean a set of relations to circulate information. In its various configurations, it may be presented as:

- A connection for entities to share information equally and instantly connected through the same circuit ;
- A star connection, with entities linked by a central entity responsible for receiving, managing and passing information to them and other connected.

To conclude this point, the speaker invited the participants to determine the behavior to be adopted as regard their responsibility and requirements towards oneself and others, colleagues, partners and the community.

Finally, a practice exercise has been given to the participants according to their areas on the following topics:

- What are the modes of communication that you prefer from among the following: person-to-person, telephone, writing, meetings and if other, please specify. Here the participants considered that all these modes are important for their communication, and that their selection depended on available opportunities and necessary efficacy.

Another round of the exercise was to ask the participants to provide any suggestions in order to improve internal communication. Here again, they replied that it is only the lack of means and members' availability that can impede their communication.

III. - Information collecting, managing and diffusing techniques in the mining sector by Cyprien Birhingwa, Coordinator of CENADEP/Kivu

The speaker began by informing that information to be collected processed and disseminated focus on the surveillance and monitoring of mineral activities (mining and trade).

He then developed his communication as follow:

3.1. Context of mineral exploitation and trade in the province of South Kivu

3TG-mining and trade are under strong restriction in the province of South Kivu and in Eastern DR Congo in general. This situation results from serious human rights violations, war crimes and crimes against

humanity which have prevailed the region for more than two decades following persistent wars and their close links with armed groups and mafia activities. The requirements and prerequisites to implementing 3TG-minerals traceability and certification have been developed in the previous chapter.

In addition, mineral exploitation and trade in this context are also based on peace, security and development issues.

The Industrial as well as artisanal mining sector presents significant financial stakes of businesses and individuals, hence its sensitive nature.

Under these conditions, the risks are very high for civil society actor involved in the activities of promoting good governance in the supply chain and transparency in the management of incomes generated by mining transactions in the provinces and the country. Whistle-Blowing mechanism initiation and other reporting methods by civil society actors in order to combat illegal practices banned by standards and requirements of the chain of custody can be seen by ineligible economic operators and actors as a way of tackling their selfish financial interests.

Thus, to achieve this, we should use tools such as data collection form, telephone, internet, reports, etc. This information collected is managed by local committees for the surveillance and monitoring of mining sites. It is strategically and responsibly disseminated through particular channels so as to avoid being exposed to risks given the mining sector is deemed too delicate because of interests it offers. The recipient of the information must be well targeted.

3.2. Information collection in the mining sector

It is based on the basic conventional tools. These are simple, standardized or uniform in order to facilitate their use by all actors and to allow for standardizing or collect the same information on the same fact, a situation of the mining site or product by different actors acting in different places and times. These tools should include following information:

- Frequency (which can vary from a month, a quarter or a semester or even a year) ;
- Activities or transactions of each actor in the chain;
- Activities in a mining area or a country;
- Situation of 3TG production and marketing in terms of quantity, content, etc.

A few examples for a database (3TG production in South Kivu -Mines data base SK):

Monthly Production for each 3TG mineral: production id, mine name, type of mine, name of the mineral, monthly production, amount in ton, content in percentage, taxes paid to government, local

sales, purchases from traders and exports during the month, and, if applicable, purchaser in terms smelters/end users,..

Data Collection is a compilation of items on mining flow for a database enabling to have information and to decide on most relevant actions for advocacy.

Civil society participation in the process of collecting data in the supply chain is legitimate for the implementation of the extractive industries transparency initiative, EITI and the mechanism "Publish What You Pay" for the benefit of the financing of local development policies. It enables to increase transparency of artisanal and industrial mining through audit and publication of payments by companies mining co-operatives, to verify revenues collected in provinces financial governance and publish them, to make information accessible to the public, to request accounts in terms of income expenditure and to discuss on best practices in the area of transparency and good mining governance.

For an effective, systematic and consistent data collection, the speaker has finished this part by calling up the participants to consider the following questions:

- Where, with which organizations should civil society seek information?
- with which relevant state services?
- Should it be directly performed on the ground/mining sites or indirectly?
- What kind of relationship with local committees for surveillance and monitoring of mining sites or with the entire supply chain?
- What tools to use? : Form containing daily information, incidents tracking and documentation form, compliance in the chain of custody tracking form, other communication mechanisms such as phones (SMS, calls, e-mails), monthly reports;
- How to act effectively at the level of the province:
- Strengthening and supporting the work of local committees for surveillance and monitoring of mining sites for action ownership and sustainability at the local level;
- Developing data access mechanisms upstream and downstream;
- Developing mechanisms for information exchange with the local committees for the monitoring and surveillance of mining sites and civil society actors in Bukavu and elsewhere;
- Developing an advocacy strategy at the level of the provincial monitoring committee of mining activities with the involvement of representatives from local committees at the national,

regional and international level through a sponsorship system for a strong political and diplomatic influence.

3.3. Data management in the mining sector

Data management refers to its administration, handling, and recording. Taking into account the sector delicateness, following behaviors are required to civil society actors in managing data:

- Objectivity and inclusiveness;
- sufficient documentation, verification and critical analysis;
- reliability of collected data;
- Cautiousness, accountability in handling data
- Professionalism and networking. It is important to note that there is no mechanism currently in place to ensure security of civil society actors in this sector. Also, through their commitment, civil society actors must avoid "retention of information ".

3.4. - Information diffusion

Information diffusion in this sector is done through special channels and intelligently. A non-strategic diffusion can be fatal. There is a need to assess environment (its peaceful status, presence or absence of multiple troubling factors depending on environment: for example these conditions are not the same as for an actor acting Nyabibwe and in Bukavu).

Targeting recipients or information audience is crucial. Well targeting the recipient, determining his interests in relation to those of civil society, his ability in changing unsatisfactory situation.

The possibility of a feedback including the use of information or data, results or effects involving the motivation or improvement of on-site situation or system.

The second day has been marked by presentations focusing successively on networking, building and managing partnership as well as process of decision-making by local of monitoring and surveillance committees.

1. - With respect to networking

The Coordinator of the Cenadep/Kivu first asked all participants to be aware of the delicateness of the mining sector because of financial interests it offers. In the current context, networking becomes crucial to develop.

What is a network and what might be its benefits? A Network means first a set of entities (object, people etc.) interconnected with each other. It allows you to circulate material or immaterial elements between each of entities according to well-defined rules. There are several kinds of networks among which we can list: computer, transportation, telephone, neurons and criminals network and etc.

Networking presents some advantages such as costs reduction because of shared data and devices, applications standardization, data access in useful time, more effective communication and organization. Regardless of these different types of networks, they usually have common points which are the server, client, connection media, shared data, printers, and other devices.

The life of a network depends on members' ability to communicate, to exchange information, to meet and the size of information circulated amongst the members. Information must flow in the network. As well, any member should be viewed as an important element in the network.

As regard networking at the base level, each local surveillance and monitoring committee has to organize regular updating consultations on the situation in mining sites, exchange information and data, capitalize incidents, document facts, share information with other stakeholders at the local level and with other partners in particular CENADEP/KIVU, GTT "mines" and CPS member CSOs in South Kivu.

Local committees in the territory of Kalehe have been recommended to meet at least once a month to discuss all problems which infect the mining activities performed locally and submit the report to CENADEP which in turn will send it to GTT "mines" to be finally sent to CPS in the form of advocacy document.

For this purpose, a provisory program has been set up by the participants: the 4 local monitoring committees (Nyabibwe, Nyamukubi, Lijiwe and Kiboto plus Numbi) may meet each twice each month and once a month in plenary meeting including all local committees at the level of the territory. . At the conclusion of this meeting of all the committees, at least one delegate may be chosen for a working session with GTT "mines" or with CPS.

2. - With respect to building partnership

Networking is based on a partnering relationship. Any partnership is focused on a shared interest, a vision of shared objectives. For CENADEP, its advantage is to observe whether ores extracted in Kalehe mining sites are not conflict/blood-qualified; Congolese State and citizens benefit from revenues

generated by mineral exploitation and trade; the mineral commercial circuit is clean, absence of fraud, etc. Then the speaker has told the participants that to consolidate partnership between CENADEP and the local monitoring committees, it is important to have the same interest, the same belief and to defend the same values.

At this level, a few recommendations have been addressed to the CENADEP:

- Each time once CENADEP receives a report from local committees, this latter shall provide feedback.
- In the context of its partnership with the local monitoring committees in the territory of Kalehe, CENADEP shall multiply trainings on different means of communication (advocacy, lobbying, awareness raising, etc.) for effective intervention on the ground.

3. - regarding decision-making by local monitoring committees members

Jean-Bosco first defined decision-making as a process related to knowledge. It is a complex process of selecting a type of action from a set of alternatives. Each decision-making process leads to a final choice. The result can be an action or an opinion on a choice. That's why decision shall not be made irresponsibly. Decision affects all living organism with a nervous system. It is a method of reasoning that can rely on rational and irrational arguments. This process is active when we feel the need to act without knowing how to direct our action.

Pursuing his speech, the speaker raised methods, types and mechanisms of decision-making. Among decision methods, imperative method was retained including majority, minority and unanimity. Regarding the types of decisions, we noted strategic decisions, tactical decisions and operational decisions. They are distinguished according to the level where they are made, their scope (short, medium or long-term, impact, type of concerned areas ...)

Decisions-making mechanisms:

- Meeting (interview, sharing, exchange, debate, convergence);
- Consultation (voting, consensus) ;
- Dialogue;
- Deliberation;
- Free will.

To illustrate this theory, the speaker gave the participants an exercise which focused on role to play. According to this exercise, the participants should form two groups of which the first was going to decide on attitude to take if reported the presence of Chinese protected by soldiers along a tin vein at 15 km in the mountains of the hinterland of Nyabibwe and the second was going to decide on the

actions to be undertaken to prevent a catastrophe at the mining site “T20 maternité” where signs of a probable landslide are visible, but diggers continue operating.

During the pooling of results, each group provided answers, for the first group, the speaker has recommended that as soon as such a case is observed, Whistle-Blowing mechanism shall be activated by calling, sending SMS etc. to decision-makers and other stakeholders. For the second group, while removing diggers’ awareness raising as they are targeted, the speaker suggested to participants that there are two actions to carry out: the first action is reporting to decision-makers who may prohibit mineral extraction in this site, which already presents a danger and the second action is reporting to authority which can seek out urgent solutions to such a problem.

On the last day, the meeting organizers have focused on practical exercises on field-work that local monitoring committees will undertake.

Under the moderation of Cyprien Birhingingwa, some practical exercises have been given to the participants according to areas (Nyabibwe, Nyamukubi, Lijiwe, Kiboto and Numbi).

These practical exercises focused on structuring, organizing and the functioning of local monitoring committees in the territory of Kalehe, on scheduling internal meetings of each committee and all local committees to discuss on the general situation in mining activities in the entire territory, on the type of information that local committees will have to collect on the ground and the person who will report it to other committee members and partners, on difficulties that persist in the daily work of local committees after integrating recommended improvements in the meeting and finally on the way in which information shall be collected by committees. Here, it is about developing a standardized forms containing information collected regularly.

After the statement of these exercises, one participant raised the question whether it would be possible that Numbi has a local monitoring committee apart because of the importance of minerals extracted in its different sites and ignorance of actors in supply chain. This question has interested the moderator so that he gave a special exercise to participants from Numbi. According to him, these participants should think on collaboration mechanisms on one hand between the committee of Numbi and CENADEP/Kivu and on the other hand between the committee of Numbi and the other committees in Kalehe. These collaboration mechanisms shall be strategic and realistic.

However, to answer this question, he said that according to resources currently available to CENADEP, work will be carried on with only four committees in Nyabibwe, Nyamukubi, Lijiwe and Kiboto including their respective mining sites. He has expressed a desire to create and work with a committee of Numbi

probably in the second phase of the project provided that Numbi civil society actors demonstrate a certain determination. This means being dynamic and courageous on the ground.

Local committees and their sites are:

- Nyabibwe: Kalimbi, Lushebere and Kazibaziba
- Nyamukubi: Manga, Nkwiro and Kambululu
- Lijiwe: Lijiwe, Kaitolea, Ngandju and Nyawaronga
- Bushaku: Kiboto and Kibuye

Given the very important mining potential of the mining site of Numbi in territory of Kalehe and the ignorance of actors regarding regulation in mineral exploitation and trade in the context of conflict minerals, all the participants were unanimous that this part of the territory of Kalehe will also attract the attention of the CENADEP/Kivu in its interventions on the ground.

Three civil society actors from Numbi including a woman attended the meeting. In their consultation during the workshop, they mapped following active mining sites:

- Kakenga (cassitérite),
- Mungwe (coltan et manganèse),
- Nyangano (Gold),
- Birumbu (Gold and cassitérite),
- Lumbishi (wolfram, Gold, tyramine and cassitérite),
- Nyabyondo (Gold, cassitérite and coltan),
- Rwangara (Gold and coltan),
- Chamilonge (Gold),
- Mpunuru (Gold),
- Fangeri (Gold and cassitérite),
- Ziralo (tourmaline and Glod),
- Kasungarere (cassitérite),
- Kalira (Gold, tourmaline and cassitérite).

The delegates of Numbi have explained elements proving that mining in this area does not comply with national, regional and international standards presented during the training. Numerous children and women are in mining sites, military servicemen are visibly involved, and smuggling and fraud are the main ways of trading, absence of traceability systems...

The delegates of Numbi advocated in favor of extending the work of CENADEP in this area after having committed to start awareness raising activities of different actors and other stakeholders. However,

they recommended to CENADEP to conduct a thorough reflection on alternative activities to propose to social class ineligible in the mining sector, especially pregnant women and children. The measures for strategic monitoring of Numbi have been taken, including deployment of 2 local facilitators from the most active committees in Kalehe once a month for an accompaniment in awareness raising activity. The technical team of CENADEP may also find time for field-visit in Numbi in order to work with local actors on priority actions for information, training and community organization. These actions will be carried out in the context of cleaning up mineral supply chain.

Coming back to the practical exercise following items have been drawn:

A. NYABIBWE AREA

Structure:

President: Olivier Mitima
Vice-president : Zainabo Ruboneka
Secretary : Daniel Kaheza
Assistant Secretary : Modeste KAMERA
Accountant : Delphin BIRIMBI
Cashier : FURAHA NDANGA
Logistics Coordinator : Pierrot MUHIRWA

3. Organisation

The president is tasked with managing and leads all activities of the structure, ensures contacts with partners (CENADEP/ KIVU and local committees) and represents the structure. The vice-president is entitled to replace the president in case of absence and collaborates with the president in managing the structure. He is in charge of administration. The secretary centralizes reports, drafts meetings reports and classifies documents. The assistant secretary assists the secretary in his/her tasks and replaces him/her in case of absence. The accountant is in charge of all accounts. The logistics coordinator manages the structure assets (building...) and the advisors provide a support for proper functioning of the structure.

Ordinary meetings are held once each month on 15 and extraordinary meeting in case of need. Meetings with other local committees on 27 (monthly).

Concerning the agenda, this committee wants to work on:

- The monitoring of armed groups, FARDC, children, pregnant women presence in mining sites, illegal taxation and other issues related to diggers' situation.
- Report of incidents related to these activities

- Awareness campaign in favor of actors in the mining sector. At this level, the moderator asked them to well define awareness in order to avoid bad orientations. He has asked them also to precise these actors.

- Regular meetings;

- Drafting and transmission of reports;

- Advocacy with decision makers; here again the moderator asked the participants to precise the decision makers and in favor of what advocacy will be conducted.

- Regular monitoring of mining activities;

According to the members of this committee, the president will ensure the follow-up and shall report to CENADEP and other local committees.

In terms of difficulties, the Committee cited the lack of framework and equipment's, authorities unwillingness accept the local committee (this difficulty has not been confirmed by speakers because they have proved that the committees which already established are recognized by stakeholders.), disorder in mining activities, strengthening monitoring mechanisms on the ground, failure to comply with obligations by actors(local committees and partner), the lack of communication, transportation means, motivation of members and regular upgrade of members in the matter of oversight.

Faced with these elements, the following needs for training have been retained in favor of local monitoring committees' members in Kalehe:

- Advocacy techniques;
- Lobbying techniques;
- The concept on awareness raising;
- The concept on human rights;
- civil society;
- EITI,
- The Cotonou Agreement and Paris Declaration on the participation of civil society in the formulation, implementation, monitoring and evaluation of development policies;
- Investigative, documentation and analyzing techniques of the context and incidents capitalization.

With respect to the last topic, the participants, especially from Nyabibwe and Nyamukubi more experienced than those from Kiboto, Lijiwe and Numbi provided the list of usual incident in mining sites and trading centers:

- Landslide in the pits;

- Cases of asphyxia in the pit;
 - Illicit transportations of minerals;
 - Case of minerals theft between diggers;
 - Case of armed robbery by bandits and military servicemen involved in frauds;
 - Illegal taxation;
 - Over-taxation
 - Presence of military servicemen in mining sites;
 - Presence of illegal diggers;
 - Fraud;
 - Case of extortion;
 - Environment destruction;
 - Natural phenomenon;
 - Failure of compliance with basic hygienic requirements and human safety in mining sites;
 - Case of corruption;
 - Case of human rights violation; and
 - Cases of conflict over property right;
- Etc.

On information collection, the committee of Nyabibwe has presented its form which has been amended forthwith. Discussions from which it has been deduced that the data collection form related to compliance in supply chain referring to traceability and certification requirements should be apart from incidents capitalizing form related to mineral exploitation and trade in this region.

The monitoring committee's members in Nyabibwe were elected democratically by their peers in the following manner:

Mr. MITIMA MULERA Olivier: president
 Mm ZAINABO RUBONEKA : vice-présidente
 Mr. KAHEZA MUSHONGA Daniel : secretary
 Mr. Modeste KAMERA : assistant secretary
 Mr. Delphin BIRIMBI : accountant
 Mm FURAHA NDANGA : cashier
 Mr. Pierrot MUHIRWA : logistics coordinator
 Mm CHINABALIRE Yvonne : advisor
 Mr. Justin RUKÉBA : advisor
 Mr. Théophile MUSHEMA : advisor
 Mm NYIRASAFARI Charlotte : advisor
 Mr. KALEGAMIRE NGARAMINI : advisor
 Mr. ANUARI MASIRIKA : advisor

B. KIBOTO AREA

The delegates of Kiboto, after consultation structured themselves as follows:

- Mr. Faustin FASHAHO: President
- Madam MUSABYEYESU Des Anges: secretary
- Mr. BANGA AYANONE: assistant secretary
- Mr. MUNGO IKO Samuel: Counselor
- Mr. TWAGIRA Solomon: advisor
- Madam Christiane BARANGA: advisor
- Madam MAOMBI KASAYI: Cashier

For this committee, internal meetings dates are planned on 10 and 25 each month and all local monitoring committees in Kalehe on 15 of each month. With regard to collecting and managing information, this committee has a workbook to complete regularly. According to the committee, the person in charge of drafting report and the follow-up will be chosen by all the committees gathered in extraordinary session.

For this area, difficulties are the same as those of Nyabibwe except the lack of raincoats and other appropriate equipment blocking their work particularly within the course of rain season; most of the sites here are located in the mountains very difficult to climb in rainy season without boots and raincoats.

The members of this committee have proposed funds allocation for field-missions and transportation fees for local committees' meetings because most of participants will come from afar.

C. NYAMUKUBI AREA

The following persons have been nominated by peers:

- Mr. VOTE NYUMPA Albin: President
- Mr. MAPENDANO NGALUKOGO: vice president
- Mr. Sabin CHABOHWA: secretary
- Mr. Celestin BAHAVU: assistant secretary
- Madam NTAKWINJA MUKARA: treasurer
- Madam SARA NGONGO: adviser
- Mr. NSHOMBO NGONGO: adviser
- Mr. MAOMBI MUHALIRA, member
- Mr MUSA MASHUKANO, member
- Mr. MATENDO NDAFANABO, member
- Madam Anonciatta MUNYUZA, member
- Jeannine NDAFANABO, member
- Mr Christophe RUBAMBURA, member

According to this committee, internal meetings are held every Tuesday of the fourth week of the month at 8:00 AM. The responsible is the president. Activities that he is charged to will lead are: data collection in mining sites, documentation on cases of human rights violations. He will also provide CENADEP/Kivu

with minerals statistics and will be tasked with following up traceability. On difficulties encountered, they are the same as those cited previously.

D. LIJIWE AREA

The members of this committee are:

- Mr. MITIMA SHANVU Bonny: president
- Mr. ISSA MALUNGA Jacques: vice president
- Mr. KABASELE KALUME Dieudonne: secretary
- Mr. NKURIKIYIMANA Jean: vice-secretary
- Madam NZIGIRE MUSHAMALIRWA: treasurer
- Mr. HABAMUNGU KAMARI: assistant treasurer
- Mr. NKURU Marcel: advisor
- Mr. Bonheur NSANGIRA: advisor
- Mr. MAGADJU Blaise: advisor

On meetings schedule, they meet two times each month on 20 and once each month for the meeting of all local committees. Their agenda is the same as that of the other committees. The president is empowered to keep informed other partners. The difficulties are the same as those of other committees.

E. NUMBI AREA

The delegates of Numbi worked on mechanisms of collaboration with CENADEP/Kivu and other local committees. The delegates felt necessary to be integrated into the program of CENADEP as this is the case for the other 4 committees in order to enable it to develop a work program. At the end of each month, the head of this committee will be traveling to Nyabibwe to participate in meetings with other committees. One or 2 local facilitators should be able to visit Numbi in order to accompany the work of local civil society actors. The committee of Numbi addressed a request of communication means and office supplies to keep in touch with Cenadep and other committees - and to draft reports.

In addition, the committee has proposed to undertake field-visit once a week for awareness raising and collection of statistics on cases of human rights violations - and irregularities related to mineral exploitation and trade; to organize two internal meetings twice a month and another once a month with the facilitator. In case of emergency, the committee will activate Whistle-Blowing mechanism through SMS or phone calls. The participants' number for this area was 3 but from received teachings, they have integrated their colleagues remained in the Numbi. Their committee is as follows:

- President: NKERAMIHIGO NYAMUBERWA Nicodème
- Vice-President: Madam LUKOLO MANGALA
- Secretary: NSENGIMANA WORLD Richard
- Members: RUKANIKA GAHINDA AMINADABU, CIRIMWAMI NTERANYA, TWIZERE NDARIBUNGANA.

General Observation

All established committees raised the question on members' "motivation" for the work they will carry on ignoring that civil society actors generally work for the sake of the Community. Their job is self-willed. Request for motivation should not appear as a sine qua non condition to implement activities on the ground.

Before closing the workshop, the participants were asked to discuss and agree on a standard form which should be used by all committees to collect data on the ground. The form has not been amended. All participants have validated it. Bellow is the incidents tracking form.

MINING SITE INCIDENTS TRACKING FORM

- 1) MINING SITE/STATUS:
- 2) DATE.....
- 3) NAME OF THE LOCAL MONITORING COMMITTEE:
- 4) LEADER OF THE MONITORING MISSION AND MEMBERS' NUMBER:
- 5) INCIDENT NATURE/ TYPE:
- 6) ALERT DESCRIPTION.....
.....
- 7) ARRIVAL TIME WHERE INCIDENT OCCURED
- 8) OBSERVATION DESCRIPTION.....
.....
- 9) ICIDENT IMPACT DESCRIPTION.....
.....
- 10) NATURE OF THE INTERVENTION ON THE GROUND OR ICIDENT MITIGATION MEASURE
.....
.....

11) PROPOSITION FOR SUSTAINBLE MEASURES.....

.....

Workshop Closing Session

Started on 11, the workshop was closed on 13, March 2014 3:00 AM by the word of thanks by Olivier MITIMA on behalf of all the participants. In his speech, he thanked CENADEP/Kivu through his team for this 3-day training which has been too beneficial and has reassured that they will do their best to practice what they have learned.

His colleagues have been recommended to be more dynamic and active in the meetings that the Network could organize for the well fulfillment of tasks assigned to them.

In assessing the workshop, it was considered that there were very good trainers with very fruitful topics and there was a socialization among participants.

Recommendation to CENADEP/Kivu was to improve transportation fees for the next trainings, for participant from far away, to respect hours planned for the closure of the training, to accommodate the participants from more than 18 km and finally to include coffee break into meeting agenda.

As to CENADEP/Kivu, its Coordinator thanked the partners Public-private Alliance through RESOLVE for the funding which made possible the organization of this activity. He then thanked all the participants for their commitment, diligence and availability. He advised them to always be available for the next activities, their loyalty in this training process and field-work in mining sites and trading center

Written in Bukavu on 18 march 2014

Bienvenu MAPENDO MASUMBUKO

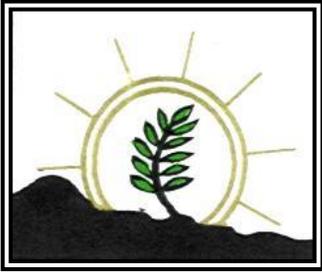
Workshop reporter

Cyprien BIRHINGINGWA MUGABO

CENADEP/KIVU Coordinator

Regional executive secretary, COCSO-GL

Appendix : List of participants



CENADEP

CENTRE NATIONAL D'APPUI AU DEVELOPPEMENT ET A LA PARTICIPATION POPULAIRE
National Center for Development and Popular Participation

Antenne du Kivu

Report of the training seminar of civil society thematic working group “Mines” member actors on the communication strategies, information collecting, managing and diffusing techniques, networking and partnership building and decision-making mechanism

Organized by CENADEP/Kivu with the support of Public-Private Alliance /RESOLVE Inc.

Bukavu, March 2014

Introduction

The National Center for support to development and Popular Participation has continued the implementation of the project "Support to civil society initiatives in the follow-up of transparency, ownership of Whistle-Blowing mechanism and accountability in the mining sector in South Kivu, the Democratic Republic of Congo", through the organization of a workshop on capacity-building of members of civil society Thematic Working Group "mines" in South Kivu held from 19 to 20 March 2014 in the meeting room of Hotel Bulungu.

On one hand it about understanding and using data collection tools of the mining sector, actors involved in the activities of advocacy in favor of cleaning up the mining sector of South Kivu, gathering information on traceability and transparency reliability in the process of mineral substances certification in South Kivu and on the other hand in the context of conflict minerals, reliable information effectively processed, protected and disseminated through special channels.

The workshop has also aimed at strengthening democratic practice within the civil society Thematic Working Group "Mines" in South Kivu.

This workshop was attended by 20 delegates of the Thematic Working Group "Mines" member organizations and focused on following topics:

- Communication between actors in the mining sector;
- The techniques of collecting, managing and disseminating information in the mining sector;
- Networking and partnership building;
- Decision-making mechanisms by the members of civil society thematic group.

Killing several birds with one stone, actors in the workshop took advantage of this opportunity to address issues regarding:

- Nomination of the National Focal Point for the DR Congo in the regional Civil Society Coalition against illegal exploitation of natural resources, COCSO-GL replacing Mr. Eric KAJEMBA of OGP ;
- South Kivu CSOs' Participation (GTT-mines) in the second edition of the Conference on the main topic "Sustainable management and transparency of natural resources in the Democratic Republic of Congo post-conflict areas: strategic areas and challenges for an accountable trade in a fair partnership between the Congolese State and the private sector" organized in Goma, North Kivu province by the Congolese government, 24 -25, March 2014.

Before addressing planned topics on the first day, a reminder on the methodology of the training was done at the intention of the participants: this include presentations by various stakeholders, guiding principles by the moderator, presentation of rules, brief speakers' presentations, the visualization, questions and answers sessions to clarify further the presentations, the work in small teams, the presentations in plenary of pooled results, the conclusion each end of day, reminder on previous steps each morning.

Taking the floor for the opening of the workshop, the coordinator of the CENADEP/KIVU outlined briefly on expected results and of workshop indicators. After this presentation, interventions by facilitators followed.

The first intervention by Jean-Bosco MUHEMERI focusing on the topic "communication".

This theme included 11 items:

I. Concept: communication

The concept "communication" means:

- To disseminate an information or an image among a public;
- Exchange of information between persons or animals; -
- Transmission of information

There are different nuances: ex: A door is in communication with room; madam is in communication since the morning...

II. Basic elements

- The receiver or communication target: communication target is defined as groups of persons referred by a communication action (an interlocutor, a public, spectators etc.). The target is direct when the transmitter and the receiver are directly connected and it is indirect when the connection is ensured through an intermediary.
- The message: it is a content conveying meaning in terms of disclosure, intention, information or announcement transmitted in the form of missive or written or audiovisual media. A good message is characterized by clarity, accuracy, simplicity, reliability, coherence, usefulness and comprehensibility so as to trigger a reaction from the recipient (feed-back); a way to ensure that the message was received and understood.

III. Purpose of a communication:

Communication aims at making simple information transmission, encouraging action, developing favorable attitudes, appealing a person's feelings for one's personal interest or imagination, avoiding misunderstandings, presenting an opinion, overcoming the difficulties faced by persons or groups (These difficulties result from preconceived ideas and of distrust up to information overload), informing, getting oneself known by a targeted audience, instructing, establishing contact, helping to understand something, bringing about changing behavior or adopting a certain attitude ; etc. Individuals and organizations communicate therefore for a variety of reasons. Communication exists from the moment when a message is received and understood and triggers an action from target audience. Thus, communications planning aims at achieving this objective.

IV. Criteria for effective communication

There are four major issues before communicating: Who I am going to talk to (Target), what does mean to him? (Message), what does he already know on the topic? What does he have to know?

The sender and receiver must have need or want to communicate (being receptive to the message, eliminating semiological noises).

Thus;

- The message to be effective: transmitted information must be accurate, complete, and useful (transmitted information shall be checked)
- The code (language) used is understandable to the sender and receiver (using common code, eliminating semantic noises).
- Transmission channel is compatible with the nature of the message to be transmitted (in good working condition, eliminating technical noises).
- Receiver's reaction or feed-back to the message.
- Communication Network must have minimum relays in order to avoid transmission delays, memory lapses, deformations (Choosing correct network to eliminate organizational noises).

V. Conditions for good communication

In order to communicate, it is necessary to:

- Find appropriate register of language: to get the message understood and accepted (adapted language). For example, in usual professional communication (letter, phone call, meeting ...) a simple vocabulary is preferably used.
- Choose the correct register of language: adapting its non-verbal behavior
- Understand hint intentions: in communication, everything is not clearly expressed (the three levels of the message: what is said, what is implied and what is expressed). Intentions shall be recognized, discover hint to understand the meaning of the message.
- Adapt its attitude, (1) using questioning process and (2) reformulation,
- Acceptance: The others have to be accepted as they are for good communication. Clearly situates oneself. Under these conditions, we are ready to act in collaboration with the others, to neutralize conflicts and to participate in the communication within the group.
- Adopt an attitude for openness and listening,
- Clarify one's status and role,
- Ensure consistency between one's membership system and reference system

Practical exercise on information distortion

Two telegrams to be communicated by two messengers, each to a group of recipients. Information is then retransmitted through word of mouth within each group. The two last informed recipients are to disclose loudly the message they have received. The members of each group will check the telegram and will assess the possible disparity.

After performance, it was observed message distortion after transmission between participants.

Moral: it is essential to carefully choose appropriate communication means so as to avoid derivatives: distances between intermediaries, technical failures, intentional information deformations...

Developing communication strategies

The questioning processes preceding any communication strategy is:

- What? What action?
- Why? What are the objectives?
- Whom? To which targets (Definition of the targets, their obstacles and motivations.)
- What size? Allocated fund
- How? What are the means - adapted to each target, and depending on budget?
- When? : depending on schedule
- From whom: who is the Organization's spokesman?

After having answered to these questions, following process to develop communication strategy:

- Data research (who, what, when, where, how, why);
- Analysis of available data (perceptions, rumors, opinions, facts);
- Assessment of available resources;
- Assessment of challenges and identification of allies and antagonists;
- Definition of purpose and pursued objectives
- Identification audience (public, decision makers, colleagues, partners etc.)
- Production of the message to be heard and to believe.
- Choice of means and time: (are they compatible with available resources? Do they allow reaching and influencing the more effectively as possible the targeted audience? Do they contribute to achieving fixed goals and obtaining research expected results? Is it the favorable time?)
- Dissemination, publication, transmission, production, etc.
- Assessment.

A few ways:

Media: written press, radio, television, banners, outdoor signs, signs in public transportation vehicles, displays in shopping centers;

- Printed Documentation: brochures, leaflets and other publications, posters, newsletters, annual report;
- Relations with the population: direct-mail advertising, conferences, audiovisual presentation, personal contacts, public meetings, training sessions, sponsorship
- Relations with one's partners: mail (postal or electronic), context of periodic exchanges, information sharing network, phone calls, reports, meetings, face to face contacts.
- Internal Communications: meetings, bulletins, annual report to employees, information attached to pay envelopes, mails among employees, messages on display tables, e-mails, SMS

What is a network?

The generic term "network" is a set of entities (objects, people, etc.) interconnected with each other. It allows as well circulating material or intangible elements between each of these entities according to

well defined rules. It is also a set of relations for information circulation. In a network, each one has to adopt a responsible behavior:

- Towards oneself ;
- Towards colleagues;
- Towards partners; and
- the community ;

The speaker suggested the participants to consult the site www.developpez.c.la for further information on the network.

Exercise 2

Methods of communication I normally use in my work are:

- Word of mouth, telephone
- writing, group meetings
- Other (please specify)

Methods of communication I prefer are:

- Word of mouth, telephone
- writing, group meetings
- Other (please specify)

Any suggestion is welcome in order to improve internal and external communication within your organization.

Cyprien BIRHINGINGWA presented information collecting, managing/processing and disseminating techniques in the mining sector (In the context of regional traceability and certification).

I. Data or information Collection

Data collection in the mining sector is performed on the basis of conventional tools. They are simple, standardized/ uniform for their use by all actors in order to collect uniform information on the same fact, a situation in a mining site or a product.

These tools provide information on frequency (month, quarter, semester or year), on activities or transactions of each actor in the chain, on activities in a mining zone or a given country, on 3TG production and trade, etc. Examples of a data base (3TG production at Sk -mines data base Sk) in a Excel software.

A) Monthly 3TG production

1. Production Id

- Name of the mine
- Mining type
- Name of ores
- Monthly Production

Size in ton

Content in percentage

- Taxes paid to State/Government
- Local sales during the month (Size and content)
- Traders purchases in the month (Size and content)
- Direct exports in the month
- ??? Buyers:

Smelter (Size and content)

- End User (Size and content)
- Example of 3TG production and trade in Rwanda in 2011 (Rwanda export Data base).

Data collection is a compilation of information on mining flow for a database enabling to have information and to make decisions on relevant advocacy actions. Civil society participation in the process of data collection in the chain of custody of minerals is legitimate for the implementation of EITI and PWYP mechanism for the benefit of financing local development policies.

This could also enable to increase transparency in the artisanal and industrial sector, to verify and publish payments by mining companies or cooperatives, to check revenues collected by financial services and to publish them, to make information accessible to the public and to discuss on best practices.

At this level, some questions remained unanswered:

1. From where should the CSO-thematic working group “mines” seek out mining information? Which relevant service; On-site? What kind of relations with local monitoring committees of mining sites/chain of custody?

2. with which appropriate tools

At the basic level

- Register of daily information
- Incident tracking form
- Chain compliance tracking form
- Other communication mechanisms: phones (SMS, calls, e-mails, monthly reports etc.)

At the level of the province: how to act efficiently?

- Strengthening base in favor of ownership and actions sustainability at the local level
- Developing mechanisms for upstream and downstream access to data
- Developing mechanisms for information exchange with local monitoring committees
- Developing an in province-advocacy with CPS, advocacy at the national, regional level with the Executive Secretariat of ICGLR and at the international level with OECD/ICGLR/UNGoE, etc. For an effective, systematic and consistent data collection.

II. Managing/processing information

There is a strong restriction in conflict-minerals exploitation and trade resulting from peace and development challenges. Also, the mining sector is too sensitive given great individuals' financial interests and high risks faced by civil society actors committed in transparency and good governance implementing Whistle-Blowing Mechanisms and other methods reporting practices banned by standards and requirements in the chain of custody. Hence, managing, handling, recording or disseminating data in the mining sector require a certain behavior:

Objectivity and inclusiveness in collecting and managing data

Documentation, verification and information crosschecking

- Collected data reliability
- Carefulness and responsibility by actors in managing and handling information
- Professionalism and enhanced networking

At this level, the speaker stressed that up to date no mechanism effectively guarantees safety of involved actors. However he recommended avoiding "retaining information ".

III. Data dissemination

With regard to data dissemination, the speaker noted that there are special channels for this purpose. The dissemination must be strategic. In the case of failure in event ownership (peaceful, presence or absence of multiple troubling factors), several risks may occur (prosecution, attacks etc.). That is why it is always recommended to carefully choose information recipients in order to reach corresponding feedback.

While presenting the second part of his intervention, Cyprien BIRHINGINGWA briefly introduced his organization and activities carried on in the context of the project funded by PPA/RESOLVE to support civil society initiatives in the monitoring of:

- Transparency
- Ownership of Whistle-Blowing Mechanism or WBM
- Accountability of the mining sector in South Kivu

In this same part, he mentioned 3TG traceability and certification.

These ores include tungsten (wolframite), tin (cassiterite), tantalum (Colombo tantalite or coltan) and the gold. They are so-called conflict minerals which are concerned by ICGLR-certification process. ICGLR has developed a certification manual which contains six essential tools for mineral certification of ores. There are requirements and prerequisites to certify a mineral.

On requirements, it should be noted that:

Six tools for 3TG certification	Requirements for 3TG certification	Other requirements
1.Data base	At the mining site	Diggers' Working Conditions
2.Formalization of artisanal mining	1.Absence of armed groups	1. Working equipment
3.Extractive Industries Transparency Initiative or IITE	2.FARDC unit	2. Working Hours
4.Harmonization of the mining legislation	3.No children in the mines	4. Wages
5.Whistle Blowing mechanisms	4.No pregnant women	5. Access to health care
6. Certification	5. No illegal taxation	6.Hygienic Conditions: toilet, habitat,
		7. Environmental Conditions

On prerequisites for regional certification:

Mining sites qualifying and validating missions are performed by a joint team including state services (Provincial Division of mines, SAESSCAM, ministry of mines or its representative), private sector: GECOMISKI, ANEMISA ; civil society in the mining sector and partners operating locally (BGR-JMAC-Monusco-IOM-ICGLR, ..). This team produced a confidential report to be submitted to the national minister of mines. The latter signed an order qualifying and validating the mining site (a list of sites and their status). The status of the site may be green- yellow or red. In DRC, a site is flagged green or red. Yellow is same as red.

1. Green flagged: the mine is allowed to operate and mined ores to be marketed.
2. Yellow flagged: the mine may operate and ores may be sold but still needs effort (six months) for improvement
3. Red flagged: the mine must close and ores are not authorized to be sold.

The speaker demonstrated that before mining there shall be existence of a MOU between the concessionaire and mining co-operatives or groups of diggers in the case of artisanal exploitation in a mining concession. It is also required the presence of mining co-operatives or groups of diggers in case of a zone for artisanal mining. Deployment of state services: SAESSCAM, Provincial Division of mines and

Police of Mines or POLIMINES. Under these conditions, traceability operations (ITRI-itsci) can be performed.

The speaker, in his presentation, also addressed the issue of the responsibility and the role of the thematic working group.

He reminded that civil society participation in the Democratic Republic of the Congo in the management of public affairs is founded on the 4 following points:

- The constitution of February 2006
- The Cotonou Agreement
- The Paris Statement
- The Principles of good governance

a) constitution of 2006	b) Cotonou Agreement	c) Paris Statement
<p>Art. 37 The State guarantees the partnership freedom. The public authorities shall cooperate with associations contributing to social, economic, intellectual, moral and spiritual development of populations and to the education of citizens.</p> <p>This collaboration can take the form of a grant.</p>	<p>Signed on 23 June 2000 in Cotonou, Benin. The DR Congo has freely joined. 3 Major objectives: reduction and long-term eradication of poverty, sustainable development, the integration of countries into the global economy.</p> <p>Innovations: the agreement offers opportunity to NEAs to participate in its implementation.</p> <p>Art. 6: partners involved in the cooperation: in addition to the State, principal partner, the Cotonou agreement recognizes: The private sector, economic and social partners including syndicates, civil society in all its forms according to the national characteristics.</p>	<p>Paris Statement, Accra and Kinshasa agendas on legitimate civil society participation with respect to the efficiency of the implementation development Assistance</p>

At the national and international level, these 3 commitments explicitly recognize civil society as: pillar of good governance, efficient supplier of development programs and operations, actor in social transformation, in particular through social rehabilitation of marginalized groups and promotion of human rights, assistance channel, local actor, "Watchdog".

These 3 commitments also recognize civil society key contribution to the process of development assistance:

- The monitoring and accountability
- Dialog on policies
- Grassroots' participation

4. Good governance principles
<p>Participation: Simple citizens' participate in the decision-making process and the influence, particularly at the local level; participation of communities or development projects beneficiaries.</p> <p>Participation is understood as a process through which stakeholders influence the development initiatives, decisions and resources that affect them, which they share the control.</p>
<p>Rule of law refers to effective functioning of institutions, ex. An independent and impartial judicial authority, legislative components, the police etc. and other structures that have a direct link with the right. It is also the way for the citizens to understand and value the right. In the context of good governance the rule of law promotes membership and expression freedom as well as the ability of citizens to participate constructively manner within their society.</p>
<p>Accountability process of the right enabling citizens to request periodically to authorities clarifications on the manner in which they rule. In politics this includes legislative components, an effective opposition, oversight committees which operational capacities are strengthened, free and independent media and civil society initiatives also play this role.</p>
<p>Transparency: measures to ensure transparency include among others: codes of conduct, rules on conflicts of interests, effective accounting standards, procurement proceedings, civil society participation, facilitation in access to information and free media.</p>
<p>Equity: Governance aims at ensuring that development process excludes no one and the entire population benefited from political and economic institutions - and from political, economic and social processes running properly.</p>
<p>Sensitiveness to the needs include public institutions' capacity to be receptive to opinions, complaints and proposals/suggestions from citizens and services consumers, and to change their structure, methods and modes of service delivery accordingly.</p>

Thus, stakes and interest presented by the mining sector in South Kivu impose civil society to raise a few options of actions and to develop a strategic and effective organization for responsible participation in the improvement of mining governance in the province. From this fact, some options should be noted:

- Thematic and geographical Dialogs: issues on capacity building and on increasing local CSOs' participation (geographic axes in South Kivu
- Total transparency in managing public mining resources;
- Internal Revitalization of civil society GTT "mines" in South Kivu;
- Systematization of studies and status of the mining sector in the province;
- Creation and management of a common database, data exchange
- Periodic declaration on the sector management;

- Coalition with the other advocacy initiatives; including Human Rights Defender, conflicts mediators, media,
- Tasks assignment amongst members;
- Local actors' capacity building in terms of skill for the purpose of ownership and actions sustainability.

CSOs' action should be founded on 3 pillars of participatory democracy: information, consultation and participation backed by a type of internal governance favoring contribution by each member. This assumes that special role of the team leader is correctly played.

Effective civil society participation in dialog on sector-based policy related to mining governance depends on the way in which experts engage the thematic working group "mines". A team leader is therefore considered as a head, a team captain tasked with:

- Maintaining the link between the team and civil society coordination office in the province and the national coordination based in Kinshasa;
- Maintaining contacts between the framework of sector-based dialog (Technical Secretariat of GTT) and other experts of civil society member organizations;
- Maintaining contacts within the team and holding these contacts agenda
- Collecting and sharing the information with the stakeholders indicated (GTT members, civil society coordination office, GTT national coordination, other experts of member CSOs,
- Initiating sector-based proposals of civil society and sharing it with the team, the provincial coordination of civil society and GTT national coordination;
- Being the sector-based spokesman and reporting to relevant entities - GTT- civil society coordination office and GTT national coordination
- Ensuring GTT discipline and making sure that other experts do report at the level of their respective associations.

The last intervention of Cyprien BIRHINGINGWA focused on networking and partnership. He started by defining "network". The word "network" includes a set of entities (objects, people, etc.) interconnected with each other. The word "network" can be briefly defined as: a group of entities or persons in communication.

Network exists when two or more are communicating together. That is all; a network just exists when we say "communicating together". But don't forget that "communicating together" also includes "exchanging information"! Therefore, in essence, a network consists of exchanging information, and the existence (in the everyday life) of several means for information exchange, without involving technology (internet, telephone, etc.).

To communicate, the 2 entities must exchange in the same language (protocol in computer networking). Or the intermediary has to speak the language of each of its interlocutors.

That is the same thing in computer networking, except that we do not talk about language but protocol. Network enables as well to circulate *material or intangible elements* between each in well defined ways.

Types of Networks

Depending on the type of entity involved, the concept "network" can be applied to:

- Transportation Network: set of infrastructures and disposals for transporting people and goods between several geographical areas;
- Computers Network: a set of connected computers through physical lines, exchanging information in the form of digital data. Networking tools and tasks to link computers so that they can share resources on a network.

Purposes of a network

A computer network can be used for several different purposes:

- Resources sharing (files, applications or hardware, internet connection, etc.)
- Communication between persons (electronic mail, live chat, etc.). Communication between processes (between industrial computers for example)
- Guaranteeing information access uniqueness and universality (database on network)
- Networks also enable to standardize (standardize) applications and to qualify necessary tools for networking.

For example e-mail and calendars allow a group of individuals to communicate more effectively and fast.

Advantage of networking:

- Costs reduction through shared data and devices;
- Standardization of tools;
- Access to data at appropriate time;
- More effective Communication and organization;
- These days, with internet, we are experiencing a unification of networks.

Similarities between network types

Regardless different types of network, they generally have common points:

- Server: type of computers providing users with shared resources on a network
- Clients: types of computers accessing to resources provided by a network server
- Connection media: determining the way in which computers are connected.
- Shared Data: available information on a network
- Printers and other shared devices: files, printers, or other items used by users on the network.

Criteria for establishing a network

- Size of the Company

- Necessary Security Level
- Type of Activity
- Available managing skill
- Traffic Volume on the network
- Needs of the network users
- Allocated Budget to operate (service and maintenance)

To conclude this part, the speaker said that the life of a network depends on the members' capability to communicate, to exchange information, to meet and on the amount of circulated information.

Information circulation on the network is similar to blood in the human body. No blood circulation leads to death.

A network just as an association born and dies just when its members do not communicate anymore.

On partnership building; the speaker started with a question:

Why partnership building?

For a network/collaboration, building a partnership is realizing that there are dynamics and individuals who are mobilized according to interests, beliefs and values. This means that awareness on associating with other dynamics may enrich practices or experiences.

Developing a partnership means making new things which can enhance strengthening projects and initiatives; enriching project with new look and expertise the organization lacks. Partnership is a relationship in which at least two parties with compatible objectives agree to work for joint actions through a reciprocity spirit.

There are 7 key points for building a partnership:

- Reciprocal knowledge

This implies taking into consideration the other, recognition of the values of each, sharing analyzes, visions and human experiences.

This leads to:

- Trust

The choice of a reciprocal recognition involves developing common objectives from different realities.

This trust is strengthened in

-The duration

Partnership is a long journey beyond the time of project implementation.

This time dimension implies at least:

- An evolutionary process

Partnership is part of an evolutionary process which can be marked by steps

-Co-responsibility assignment

Partnership involves a strategic convergence, sharing of successes and failures as well.

- An egalitarian relationship

It is reflected by the desire to exceed the relationship donor/recipient and acceptance of the fact that *partner enhances my knowledge*

- A participation of all partners

At all project milestones in order to avoid any ambiguity, the entire project shall be perfectly clear to everyone in both setting out objectives and assigning tasks to each one, from design to assessment through implementation and monitoring.

Partnership is therefore a sustainable and transparent relationship based on trust enabling the organization or network to implement projects or realize objectives.

Partners should be well identified in order to accompany a network through a partnering approach. There are multiple ways to identify local partners. The role of the manager/leader is to ensure direct contact and to lead the members through this approach on the basis of concrete guidance.

Richer is partnership the more it is established with all members' participation.

A few proposals to accompany CSOs

- Proposing environments in which local actors are identified "acting with a local partner or from elsewhere" ;
- Members' capacity building to acquire skills in negotiating partnership ;
- Communicating ways to get information on potential partner and trying to better understand ;
- The leader accompanies the dynamic: He helps the members to take on responsibilities, and can intervene if need is expressed. He is always present and follows up the process to re-launch and remobilize if necessary.

To choose a partner, Association members focus on newspapers, research in websites, word-of-mouth ... Information to be disseminated in this way is not always sufficient. It is necessary to be informed on potential partners.

That is why; it is always advised to raise the following questions:

Who ?

- Who is my contact?
- The type of his/her structure: association, company, union, territorial community...?
- Is this an organization of employees, volunteers, free-will individuals...?

What is my interlocutor's position and assignment within the structure?

What?

- What does the structure do?
- What is the partner's action area?

- What are the objectives of the structure?
- What are the projects carried on?
- What experience has the structure?
- What experience with networks and associations?

How?

- How are we going to be able to move forward together?
- Do we share values, purpose, and working approaches?

What are means used by the partner to achieve objectives (human, technical, financial)?

With What?

- **What are the links with external world?**
- What is the audience towards which the structure addresses?
- Is the action of our partner shared with local population?
- Is the partner known, recognized at the local level?
- Which other actors does the partner collaborate with?

Cyprien has concluded this section by saying that partnership is not easy to build, but it allows enriching the CSO or network historic and gives members the opportunity to get out of a closed environment and provides them with the means to work with and to be open to the outside world.

On the last intervention by J. B Muhemeri which focused on the steps in decision-making. Six points were developed.

1. Decision:

- **Decision is:**
 - Act of deciding: Deciding: this is a judgment on a doubtful or contested thing; Taking the resolution of...
 - Choice involving a responsibility: Choice: set of options subject to selection. Responsibility: obligation to be guarantor or obligation to assume and to repair damage or prejudice.
 - Adopting the resolution

2. Decision-making

Decision-making is a cognitive and complex process (relating to knowledge) aiming at selecting the type of action from a set of different alternatives.

Each decision-making process leads to a final choice. The result can be an action or an opinion from a choice. The decision affects all living organism with a nervous system. It interests each individual and group. It is a method of reasoning relying on rational and/or irrational arguments. This process is active when we feel the need to act without knowing how to direct our action. Trusting to luck (flipping heads or tails) is also the result of a decision.

3. Forms of decision

There are different modes of decision:

- **Commanding mode:** a single member takes the decision;
- **Majority rule:** the most numerous group takes the decision;
- **Minority rule:** a less numerous sub-group takes the decision;
- **Unanimity:** all members do agree.

4. Types of decision:

- Strategic Decisions:
 - Long term decisions;
 - Taken by the highest hierarchical level;
 - They are unique, occasional.
- Tactical Decisions:
 - Medium-term decisions
 - they are made by managers (leaders) ;
 - Not very frequent, little bit predictable.
- Operational Decisions:
 - Short-term
 - By subordinates
 - They are frequent, very predictable.

In summary:

Characteristics	Strategic Decisions	Tactical Decisions	Operational Decisions
Decision area	Relations with the environment	Management of Resources	Use of Resources in the transformation process
Time Horizon	Long term	Medium term	Short term
Effect of decision	Sustainable	Short	Very short
Decision Reversibility	Zero	Low	Strong
Procedure of decision	Non-programmable	Semi programmable	Programmable
Decision-making level	General management	Operational branches	Heads of departments, heads of workshop
Nature of information	Uncertain and exogenous	Almost complete and endogenous	Complete and endogenous

5. Group decision-making mechanism

- Meeting (interview, sharing, exchanges, debates, convergence)
- Consultation (voting, consensus)
- Deliberation

- Free-will

The speaker finished his presentation with a practical exercise:

Exercise

- Role-play: form two groups: The first worked on this case:

From Nyabibwe death of two diggers buried in a pit is reported. You receive the information on the phone. What attitude do you adopt (Decision-making process)?

The second group dealt with the following question:

Decide on a common action for obtaining the disbursement of 70. \$000.00 from basketfund consecrated to financing within the course of 2014 micro-projects submitted by populations from areas neighboring Kalimbi mining site (Choice from several alternatives).

Coming back to the points discussed during workshop, **RIO represented by Mrs Odile Bulabula was elected as the new Focal Point of COCSO-GL for the DRC replacing M. Eric Kajemba, the head of OGP's organization.** In her speech, Mrs Odile Bulabula thanked the participants for having trusted her organization and promised that her organization will do the best to ensure that the activities of COCSO-GL become perceptible in the Congo. She added that this election took place at the right time because her organization currently undertakes large-scale activities at the national and Sub-regional level and this would enable to defend and protect validly COCSO-GL interests.

Before closing the workshop, the coordinator of CENAD/Kivu has suggested participants to divide into two groups to formulate a few recommendations for the improvement of the activities of the civil society thematic working group "mines" in South Kivu.

Eight recommendations were finally formulated by all the participants:

1. - Election of the team leader
 - Election of the assistant team leader
 - Development of a term of reference for the management of the thematic group (Code of conduct or charter etc.). This will depend on how it'll be called.

It has been said that the team leader can establish a team for the oversight of member organizations' assets with respect to the issues of financial support to the work of the group.

2. The meetings will be convened monthly. (Regular Meeting);
3. The content in the agenda of the meetings will be dictated by the context at the local, provincial and sub-regional level;
4. Equal relations between the members (horizontal cooperation relations and collaboration between members);
5. The priorities of actions will also be dictated by the context at the local, national and international level;

6. The team leader and influential organizations shall introduce the other member organizations to partners providing support;

7. The Thematic Working Group "Mines" member organizations shall allow the others to benefit from capacity building trainings included in their programs.

8. a) Thought on mechanisms to accelerate empowerment of local actors at the local level, taking into account the structures established by different organizations (inclusiveness).

b) Making use of the expertise available in GTT at the local and regional level.

A working group has been established in order to think about civil society contribution to the preparatory work of the conference in Goma on transparency and governance in the mining sector of the Democratic Republic of Congo.

After these recommendations, the coordinator of the CENADEP/Kivu pronounced the word of closure while thanking the participants for their availability and attendance in these meetings.

Written in Bukavu, 11 April 2014

Bienvenu MAPENDO MASUMBUKO

Cyprien BIRHINGINGWA MUGABO

The workshop reporter

CENADEP/KIVU Coordinator

Regional executive secretary, COCSO-GL

Appendix
List of participants