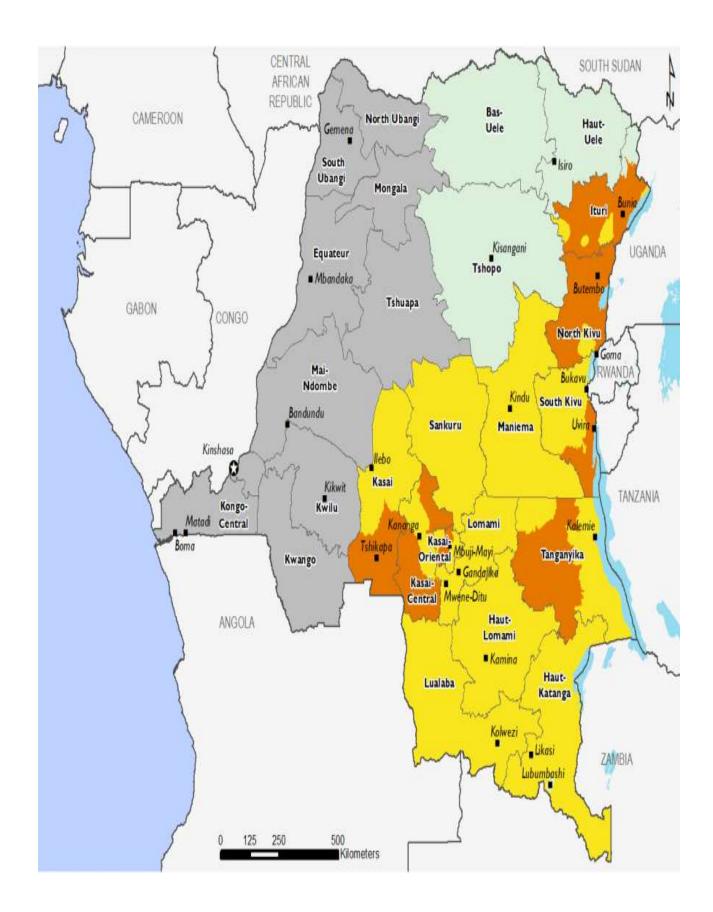**Charte 4 Le CHANGEMENT**

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STRATEGIC PLAN OF THE "CHARTER FOR CHANGE" NETWORK IN THE DEMOCRATIC REPUBLIC OF CONGO-C4C / DRC

2021-2023.

MAP OF THE DRC

C4C/RDC, Period : 2021-2023

I- INTRODUCTION

Located in the heart of Central Africa, the Democratic Republic of Congo, in acronym DRC, has an estimated population of over 80 million inhabitants spread over an area of 2,345,000 km2. The DRC is classified among the fragile states. Poor governance characterized by armed conflicts in particular, is said to be one of the causes of this fragility.

The security and humanitarian context across the Democratic Republic of Congo is characterized by three zones of influence, in particular: 1) a so-called emergency zone characterized by recurrent armed conflicts, a weak presence or a total absence of the State, 2) an area considered as intermediate, experiencing relative stability and progressive reestablishment of State authority; and 3) a third area considered as a stable area, where the presence of State authority is effectively manifested. This is a peaceful area where sustainable development programs / projects should develop, unlike the other two where emergency and resilience projects are developing.

Despite the enormous recognized potential that abounds in the Democratic Republic of the Congo, it still faces multifaceted challenges, almost in all sectors of the life of its populations. Indeed, beyond the recurring armed conflicts, in which the East of the country (North Kivu, South Kivu, Maniema, Ituri and Tanganyika) and the Kasai region remain soft under the belt, the Democratic Republic of the Congo is facing a regular cycle of population movements in its eastern part and natural disasters which hit almost all the provinces of the country. These include floods, torrential rains accompanied by strong winds, accidents, landslides, epidemics (measles, Ebola, cholera, covid-19, etc.)

These crisis situations are poorly documented or poorly understood by certain humanitarian actors or even by the Congolese people in general.

National and international partners, to deal with this, provide multisectoral assistance to affected rural and / or urban communities living in the 3 areas of influence described above. Among these actors are a few organizations that are signatories to the C4C Charter for Change, United Nations agencies, funders, donors and other INGOs.

More than once, the international NGOs signatories of the C4C have renewed their commitments to implement the eight points of the Charter for Change since May 2018 but which until then remain outstanding.

The ideal was to approve and support the promotion of this Charter for NGOs from Southern countries which are in partnership with international NGOs.

The localization debate: two sources for two visions. The principle of "localization" accompanies different currents of thought around international aid. We note in particular two sources of reflection, which will each promote localization according to very distinct argumentative constructions.

First vision: localization as a project for the reversal of power relations "Localization is politically unstoppable". In this first vision, it is about rebalancing the relations between stakeholders respectively at international level and local level by giving the latter a more central role in the organization of aid. Localization therefore aims at transforming the power relations between organizations, thanks to a shift in the control of financial resources and the control of decision-making. Supporters of this approach often observe an oligopolistic situation (the humanitarian sector = market reserved for a few large sellers = INGOs, faced with a multitude of buyers = NGOs or beneficiaries) in the aid sector, functioning on a fairly uniform model and highlighting the need for "de-westernization of aid". It is also denounced a form of "tyranny of aid", particularly visible in emergency situations

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and which would result in the destruction of local intervention capacities and insufficient consideration of dialogue with local stakeholders.

Faced with this first approach, the testimonies highlight several limits: (a) • first of all the need to avoid an overly binary vision of the location, which would oppose the NGOs from the North and the South and would not take account of the diversity of organizational methods (internationalization of teams and governance, decentralization of decision-making, etc.); (b) • then, the danger that localization will lead to a logic of "everyone at home", which runs counter to collaboration between civil societies and civil societies and a desire for collective mobilization ; (c) • finally, the risk of doing without international experience in field projects and the innovation and mediation function of international NGOs (NGO-I) within local communities.

The Charter for Change, driven by international and national NGOs, aims to concretely implement changes in the functioning of the humanitarian system in order to allow a more localized response.

The Global Humanitarian Platform (GHP) has produced Partnership Principles that identify local capacity as one of the main assets to be improved and on which to build. The "Grand Bargain" (the great consensus or compromise), more support and funding instruments for local and national stakeholders. World Humanitarian Summit: Agenda for Humanity, Strengthening, not replacing national and local systems. Istanbul Principle on CSO Development Effectiveness: Pursuing Equitable and Inclusive Partnerships. 1st use of the wording: localization of aid (Overseas Development Institute). Paris Declaration on Aid Effectiveness Affirming that the principle of local / national ownership is essential for best working practices.

Second vision: localization as a response to the challenges of aid effectiveness and as a means of reducing "transaction costs" A second vision consists in seeking, through localization, a better "quality / price ratio" in distribution aid in the context of the progression of civil society organizations in the South. Localization can then be understood as a form of aid "disintermediation", consisting in bypassing international NGOs to avoid the weight of their transaction costs. This trend is connected to the penetration of Anglo-Saxon New Public Management in the international solidarity sector, which aims to ensure an optimal cost / efficiency ratio, and questions the added value of each and everyone in the results chain. This second approach is also called into question in several ways: (a) • calling into question the capacity of local organizations to carry projects directly and the question of the means intended to strengthen them; (b) • the requirement The growing number of institutions that finance the development of risk management and the deployment of large-scale projects are pushing these same institutions to seek, in NGOs-I, "guarantors" of the proper conduct of projects.

I ask us to read the charter for change for a good understanding of this strategic plan, the signatory INGOs to establish a plan for the smooth transfer of skills to the NGOs because from the point of view of skills development and access to funds, theoretically INGOs have an easier time than us, but from the point of view of local context control, social commitment for the sustainability of actions, NGOs are well placed.

II- BRIEF PRESENTATION OF THE C4C / DRC NETWORK

Charter4Change (C4C) is an initiative, led by both local / national (L / NNGO) and international (INGO) NGOs, to concretely implement changes in the functioning of the humanitarian system to enable a more

local response. . The Charter was officially launched at the WHS in Istanbul in May 2016. The C4C brings together 35 international NGO signatories who work to implement the 8 commitments that INGOs agree to implement, to fight against imbalances and inequalities in the system global humanitarian aid.

The signatories to the Charter for Change are committed to implementing the change within their own organizational working methods so that local and national actors can play a greater and greater role in the humanitarian response. They are joined by 340 promoters from national and local NGOs, eager to encourage their NGO partners to improve their partnership practices in order to provide better results to people affected by the crisis.

Congolese civil society organizations had pledged to endorse the charter for change and to advocate for the effective implementation of eight commitments of this charter. They reiterate its warm thanks to the initiators of this charter and to all the international organizations which have already signed it until then. We recognize in this their concern and their desire to be able to support our national organizations in the countries of the South so that the latter contribute effectively and efficiently to humanitarian action within their local communities.

International NGO partners are held accountable to this Charter, and we strongly encourage non-signatory NGOs to do what is necessary to commit to signing the Charter and respecting the following points:

1. Increase the direct funding granted to NGOs in Southern countries to support humanitarian action: currently only 0.2% of humanitarian aid has been sent directly to national non-governmental actors (NGOs and CSOs) for the implementation of humanitarian action - a total of USD 46.6 million out of USD 24.5 billion. We commit ourselves through advocacy to influence the practices of American and European donors (institutions, foundations and private sector) in order to encourage them to increase the annual rate of their funding in terms of humanitarian aid allocated to NGOs in Southern countries. . We pledge that at least 20% of our own funding will be transferred to NGOs in southern countries. We are committed to introducing our NGO partners to our donors in order to enable them to access their funding themselves.

2. Reaffirm the Principles of Partnership: We reiterate our commitment to respect and promote the Principles of Partnership - Equality, Transparency, Results Oriented Approach, Accountability and Complementarity - put in place within the framework of the 2007 Global Humanitarian Platform.

3. Introduce more transparency in payments made to local and national NGOs in developing countries. A significant change in transparency-related approaches would foster trust between humanitarian actors in the South and their international intermediaries and also increase the accountability and effectiveness of their investments. We are committed to documenting the type of organizations we work with in the deployment of humanitarian action, and to publish our data (statistics) in our public accounts using recognized categories such as those of International Humanitarian Aid (GHA) in real time, in accordance with Initiative standards.

4. Preserve the capacities of local actors: We will put in place fair and equitable compensation for local NGOs whose qualified staff are called upon to take part in disaster relief missions during

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the first six months of humanitarian emergency, or during a long-lasting crisis. This compensation could consist of recruitment reasons equivalent to 10% of the first six months of salary.

5. Emphasize the role of local actors: We commit to recommend to our donors that they make the recruitment of local humanitarian workers an evaluation criterion for partnerships and calls for projects.

6. Address the issue of subcontracting: our partners at national and local level participate in the formulation of programs, partnership rules and decision-making processes in the same way as international NGOs.

7. Build operational capacities and improve organizational support: We are committed to supporting local actors in strengthening their organizational systems to help them optimize their role in the deployment of humanitarian aid and disaster relief. . We undertake to finance the necessary administrative procedures. To demonstrate our determination to strengthen the organizational capacities of actors in the South, we are committed to sending the required funding to our partners by May 2018.

8. Communications on partnerships for the attention of the media and the public: all our external communications (international and national) should promote the role of our partners in the South and enhance their work, as well as integrate them as spokespersons when the security conditions allow it.

For the specific case of the Democratic Republic of the Congo, the following principles occupy a central place in the entire C4C / RDC network:

• The C4C / DRC Network ensures that its priority is the development of performance, effectiveness, efficiency, quality and accountability in its interventions for a better future of humanitarian actions in the Democratic Republic of Congo.
• The C4C / RDC Network prioritizes human dignity: the communities we serve are placed at the center of all action, participate in decision-making and occupy a prominent place in programs.
• The C4C / RDC Network is courageous: it has great ambitions and wants to explore new experiences and opportunities.
• The C4C / RDC Network acts collectively: members harness the benefits of networking, sharing experiences and resources as well as common learning.
• The C4C / RDC Network is inclusive: appreciates the value of the diversity of opinions and works to overcome the obstacles which prevent the materialization of the commitments of the signatories and those of the Grand Bargain.
• The C4C / RDC Network takes into account inclusion, gender promotion and prevention of sexual exploitation and abuse.
• The C4C / RDC Network is open: acts transparently and with integrity, building mutual trust at all levels of our work, from governance to programming.

III- THE C4C DRC NETWORK

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The C4C Global Network has proven, thanks to its determination to want to make organizations from Southern countries capable of carrying out the same mission of INGOs within local communities, support the transfer of skills in order to help improve their experiences, provide them with collective, faster and more effective means of helping people in distress are not only necessary but possible. Today we want to show our support to expand these means, by transferring more skills to LNGOs / N and greater power and more resources to those closest to humanitarian crises; and to achieve this, the Grand Bargain must apply its model of support to this noble process of humanitarian localization.

Our civil society organizations in the Democratic Republic of Congo, endorsers of the charter for change, took ownership of the commitments made by the signatory INGOs of the charter for change at the Istanbul summit in 2016 where the signatory INGOs were committed to implementing the eight points of the Charter for Change.

We reiterate our thanks to the initiators of this charter and to all the international organizations that have signed it up to now. We recognize in this their concern and their willingness to be able to support national organizations in countries of the South so that the latter contribute effectively and efficiently to humanitarian action within their local communities.

Recalling that the signatory organizations had committed to implementing the eight points of the charter for change as early as May 2018, nevertheless two years later, we see significant difficulties for each of the commitments made.

This C4C / RDC Network wishes to reach the point where it will be able to control their own resources and define together with the beneficiaries and donors the responses to the crises that strike their communities, united by a common goal and standards, and supported by a C4C Global Global Platform. At present, the C4C / RDC Network is therefore this space where all members meet to discuss issues related to the objectives and activities of the C4C / Global Network as well as their collaboration with the Government and disputes. clusters, OCHA offices, Civil Society, other national and international networks and platforms of humanitarian actors in the DRC.

In line with the mission, vision and objectives of the C4C / Global Network, the C4C / RDC Network works to mobilize a significant number of LNGOs / N to endorse the charter for change, improve the quality of humanitarian work and be more accountable and putting the beneficiary populations at the center of each activity, create a more open, independent, proactive, locally led humanitarian system with shared collective responsibilities; in which the responses to crises are defined by the actors closest to those who are in humanitarian needs in order to minimize the loss of human life, the disappearance of sustainable livelihoods, reduce administrative burdens and high costs of logistics humanitarian. The major objective will be to set up a diversified platform of humanitarian actors favoring community-based approaches in their actions towards communities vulnerable to humanitarian emergencies, natural and human disasters and in need of actively participating in sustainable development initiatives. the DRC.

IV- STRUCTURING OF THE C4C / DRC NETWORK

The C4C / RDC Network has a national coordination represented by Mr. Méschac NAKANYWENGE of the ONGD UPDDHE / GL, who works jointly with two assistants including Mrs. Christine MUSAIDIZI of the ONGD Children Voice and Dr. BIKUBUSYO ALIMASI Symphorien from the legal consultant research center with a direct support for endorsing organizations members of the C4C / RDC Network.

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V- PROBLEM OF THE C4C / DRC NETWORK

In the introductory section of this document, we allude to the multiple challenges that the country faces on a daily basis. In general, it appears that the humanitarian system does not promote the effective implementation of the commitments made for the empowerment of NGOs in southern countries and all of its outlines are among these major challenges to be met at all levels across the country. in particular.

Table 1. Understanding of observed problems and their description

Problems observed	Description of the problem	The target affected by the problem
The network is little known or poorly known by humanitarian actors and politico-administrative and customary authorities.	Very few staff within the C4C signatory INGOs in the DRC are informed of the existence of the latter, its history, its evolution and therefore its current achievements across the country. If the charter for change remains little or poorly known by its own members in the DRC, there is no doubt that it will be more so by other current and potential partners, in particular National NGOs and their platforms, state structures and the private sector. This observation will also be valid on the side of the C4C Global Network since mutual knowledge always refers to reciprocal communication, to a meeting of giving and receiving.	Civil society actors, Local / National NGOs, humanitarian coordination and their platforms, C4C Global / RDC network, INGO.
The absence and / or insufficiency observed in exchanges between stakeholders	This situation hinders the promotion of the C4C Global Network and its achievements in the DRC. And yet, many interventions have been carried out there under the financial support of the INGO Signatories of this large global network whose members, especially the INGOs, are more visible in the field simply because they have been active there for decades unfortunately without however, make the Network known at the local level.	Civil society actors, Local / National NGOs, humanitarian coordination and their platforms, C4C Global / RDC network, INGO.
Language	Language also appears as another limiting factor (one of the major challenges) that members of the C4C / RDC Network are facing. Indeed, very few Congolese at the local level are able to work in a purely English-speaking environment. This also applies to the C4C Global Network, whose headquarters of the Signatory INGOs are based in countries whose working language is English. In principle, for good communication aimed at improving the visibility of the Network in the DRC, appropriate translation mechanisms should be considered, especially in members' offices (especially during Skype meetings).	Members of the C4C / RDC Network
Insufficient materials and equipment	Regarding the material and equipment in use as well as the working conditions among members of the C4C / RDC Network, it is observed that only Skype, zoom and WhatsApp are used as current means of exchange. information. For more competitiveness within certain members of the C4C / RDC Network, it will be imperative to strengthen their technical and operational capacities. Note that there is no longer a land telephone line in the DRC. Only the cell phone is used everywhere, including in rural areas. This makes the cost of communication across the country more expensive. Also, there are still areas hitherto not covered by telephone networks and others where it is difficult	Members of the C4C / RDC Network

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	either to stock up on credits for recharging the cell phone. This isolation is also a challenge that members of the C4C / RDC Network face in their communication efforts.	
Poor knowledge of the realities of the country following a communication system that initially lacked upstream and downstream	Some estimate that 60% of the Congolese population are illiterate, live in rural areas and therefore do not have access to quality information. Their sources of information remain "word of mouth" and rumor. Very few newspapers are printed in Kinshasa and in a few towns in the DRC and in French. As much as the population remains poor to buy a newspaper, those produced online are only accessible to a tiny minority of the population that owns Android phones. As for community radios, sometimes their editorial lines do not allow them to dwell on crisis situations that affect the communities they serve. Also, due to the lack of necessary resources, several of these radios experience enormous difficulties in their work of collecting, processing and broadcasting quality information.	The Congolese population

As this is a national cause, it is the duty of each actor member of the C4C / DRC Network to promote the visibility of the C4C Global Network from the activities carried out in the field. This implies a deep reflection on new perspectives, contacts with potential partners. Throughout this process, special attention will be paid in particular to all emergency situations that are often forgotten and neglected when they affect populations in one way or another.

V- VISION OF THE C4C-RDC NETWORK

The NGOs members of the C4C / RDC Network and non-members take ownership of the process of sustainable development through the eight commitments of the Charter for Change and access the necessary means to materialize them in the Democratic Republic of Congo.

VI- MISSION OF THE C4C-RDC NETWORK

1. Support the effective implementation of the eight commitments of the Charter for Change;
2. Promote the transfer of skills to NGOs, taking into account local capacities and direct access to funds;
3. Strengthen the understanding of NGOs on humanitarian principles due to the many challenges related to their application in the DRC.

VII- OBJECTIVES OF THE C4C-RDC STRATEGIC PLAN

The overall objective of this strategy is to contribute to improving the profile of the Charter for Change at the Global level and in particular of the C4C / RDC Network for more local support.

Specific objectives:
More specifically, three main objectives will be targeted, in particular:
1. Strengthen the visibility of C4C Global and the C4C / RDC Network across the DRC;
2. Strengthen the participation of members in the mechanisms for collecting, processing and disseminating relevant information among members of the C4C / RDC Network endorsers and signatories and non-members across the country in collaboration with the OCHA / RDC office;
3. Increase the mobilization of necessary resources (human, material and financial) for responses to various humanitarian crisis situations and sustainable development programs in the DRC.

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VIII- COMMUNICATION STRATEGIES OF THE C4C / DRC NETWORK

They comply with the standard communication plan and propose to answer the classic questions below:

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Table 2: Communication strategies

WHAT	WHY	WHOSE	HOW MUCH DOES IT COST	HOW? 'OR' WHAT	WHEN
In relation to the specific objective 1 above, during the discussions, the actors will insist on the objectives, the vision, the mission and the approach of the charter for the change as well as on the interventions which will be priority in the DRC. Particular attention will be paid to each other's expectations. The various projects supported by the members of the ONGL / N and International network will be the subject of discussions between the partners involved at the local level and will relate in particular to the lessons learned and possible anticipations to be considered. At this level, special attention will be paid to the identification of probable risks in the context of anticipation as well as that of forgotten emergencies whose impact negatively affects the life of Congolese communities, especially in rural areas.	Completing the first step above will certainly help improve the visibility of the network. At the level of the DRC, this will not only strengthen the knowledge of the network and its approach by existing members but also broaden it to potential members joining across the country. These different stages will take into account the geographic and socio-cultural diversity as well as the humanitarian situation specific to the context of each geographic or provincial entity.	In relation to specific objective 2, messages and other communication materials will be addressed to INGOs, NGOs, C4C / DRC members, at the headquarters of signatory INGOs as well as other stakeholders involved, in particular government structures (Ministry Humanitarian Affairs), potential members and the private sector. The good brand image reinforced by the good approach of the network and the speed of its interventions will undoubtedly constitute the underlying reasons for the motivation of these actors' involvement and mobilize new members.	While being dynamic, this strategy document is designed for a period of three years. It will be evaluated at the end of each year. The assessment will identify what worked and what did not in order to propose corrective measures. Overall, it emerges that the implementation of the activities described in this document will require an estimated budget of $ 75,500, the main lines of which are given below: $ 16,500: communication materials and equipment: laptop, connection to internet and telephone networks, upgrading of user staff $ 13,500: Visibility: partnership with the media	For more efficiency, the achievement of these strategies will require the strengthening of communication capacities and the gathering of information and exchange of experiences by members (see specific objective 3). This will involve, among other things, improving the quality of the tools used, the internet and telephone connection at the offices of certain members. This would improve their participation in Skype and zoom meetings in particular. But also a small budget for mobility and participation in various meetings at the local	Weekly and monthly sectoral Skype meetings will be held both at the global level and at the level of C4C / RDC Network members. Relevant information aimed at promoting the network will be shared during these meetings. In the event of a humanitarian crisis, emergency meetings will be held outside this schedule and will focus in particular on the preparation of alerts and possible anticipations. Network coordination (in collaboration with headquarters and the local management team) will produce a weekly review of important humanitarian information that has characterized the life of the network. This

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			(radios + TV), educational sports, infomercials, dissemination of humanitarian information, Production of visibility materials (banners, banners, leaflets, T-Shirts, etc.)	level should be allocated to the coordination of the C4C / RDC and to the management team.	information will be disseminated to all LNGO / N-INGO members and other stakeholders involved in network activities.
But also, it should be noted that it is at this level that information and data on alerts in crisis situations will be collected, analyzed locally before being sent to the various partners and donors for technical and financial support in accordance with the plan. the location of the charter for change, the Grand Bargain, Near ...			$ 20,000: Travel, stay and local travel in eight priority provinces: North Kivu, South Kivu, Ituri, Tanganyika, Kinshasa, Kananga, Lubumbashi and Kisangani (establishment of provincial coordination, needs assessment: collection and processing of information humanitarian) and advocacy $ 25,500: Mobilization of new members, Workshops and training for capacity building, exchange meetings between members of the C4C / RDC Network and other stakeholders.	Capacity building of C4C / RDC Network members to use Zoom during conferences. Organize sessions to assess and analyze the level of effective implementation of the eight commitments of the Charter for Change and those of the Grand Bargain.	

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Before a crisis: contact the resource persons (establish a directory of their contacts) to collect relevant information in relation to a potential crisis situation. Determine the targets and types of messages to be broadcast in the media. Set up a team (task force) to monitor the situation for better anticipation and good maintenance of the population in a state of alertness.

During a crisis: At the onset of the crisis, put in place effective communication strategies with stakeholders (Government, humanitarian actors). Saying what we know and what is based on official reports prevents us from basing our communication on rumors. Considering that the situation is still dynamic, it is advisable to produce information without delay. Check the information well by letting yourself be guided by the classic questioning: who? when?, what?, why? or ? When collecting information in the field, be simple and sympathetic with the beneficiaries (victims of the crisis) and stakeholders in order to better identify their needs and, if necessary, guide them in formulating responses.

After a crisis: in collaboration with the various stakeholders, assess and document the implementation of the response to the crisis and propose corrective measures to be taken into account for future actions.
- Collaborate with members of the community when defining and developing resilience programs.
In its current structuring efforts in the DRC, in addition to members who are active and other partners including the Government and the private sector who are active in the field, the team coordinating the charter for change at the global level in C4C / RDC coordination supported by two assistants, one in the West and the other in the East. Upstream and downstream, the information to be shared within the C4C / RDC Network will benefit from the agreement in principle of this group, which will act as the spokesperson for the C4C / RDC Network at the national and / or regional level.

Table 3: Communication from the main target group

Target	Current situation / causes	Desired situation or to promote	Communication methods
C4C / RDC network	Very low knowledge of C4C: its mission, objectives, vision, values and approach due to low visibility of the Network	Good knowledge of the network by members of the C4C / RDC Network and non-members, strengthening of communication capacities by members of the C4C / RDC Network.	Periodic discussion meetings on the objectives, approach, mission, values and achievements of the Global Network of the Charter for Change.
LNGO / N	Low knowledge of the C4C / RDC Network: its mission, objectives, vision, values and approach due to low visibility of the Network	Good knowledge of the network by LNGOs / N and member platforms of the C4C / RDC Network, improvement or strengthening of the technical communication tools and capacities of the members of the C4C / RDC Network.	Workshops and training for capacity building, Periodic discussion meetings on the objectives, approach, mission, values and achievements of the C4C / DRC Network, be proactive by offering analyzes of crisis situations, lessons learned after an intervention.
INGO	Partial knowledge of the network due to poor promotion by	Implement strategies that improve both the visibility of the network and that of its	Display the Network logo next to the other visibilities of each member, popularize the values, objectives and achievements of the Network

	endorsing organizations.	members endorsing the Charter for Change.	
State services	Very low knowledge of the C4C / RDC Network: its mission, objectives, vision, values and approach due to low visibility of the Network	Good knowledge of the network by specialized state services and promotion of good collaboration with other members of the C4C / RDC Network and non-members.	Workshops and periodic exchange meetings on the objectives, approach, mission, values and achievements of the C4C / RDC Network as well as on the expectations of each other in the efforts to formulate the response in the event of a crisis .
Private services	Very low knowledge of the C4C / RDC Network: its mission, objectives, vision, values and approach due to low visibility of the Network	Good knowledge of the network by the private sector (FEC) and promotion of good collaboration with other actors at the level of the C4C / DRC Network.	Periodic exchange meetings on the objectives, approach, mission, values and achievements of the C4C / RDC Network as well as on the expectations of each other in the efforts to formulate a response in the event of a crisis.
C4C Global	Very little effort to make yourself known to members of the C4C / RDC Network.	Taking into account the sacrifices of the coordination of the C4C / RDC Network to support the Network in order to improve the visibility of the C4C / RDC Network.	Require members and other beneficiary organizations of signatory INGO funds and other volunteer members to display the Network logo next to their other visibilities, to take advantage of opportunities to present the network to the various stakeholders, to strengthen the prerogatives of Network coordination C4C / RDC and the management team.

Table 4: Communication tools

Tool / Channel / Module	Importance	Monitoring / observation
Computers, internet connection, cell phones, radio, TV, leaflets, banners, banners, T-shirts, educational spots, outreach to members of the community and local civil society.	Skype meetings, teleconferencing, provision of real-time information, widening of the visibility audience, extension of the destination of messages (mass communication) Proactive, localized responses and concerted grassroots decisions.	Capacity to collect, process and disseminate information and data on the humanitarian crisis and related response.

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Table 5: Operationalization of communication strategies

ACTIVITIES	ACTORS	APPROACH	PERIOD	COST
OBJECTIVE 1. Strengthen the visibility of C4C Global and the C4C / RDC Network across the DRC				
Discuss the vision, objectives, mission, approach and values of the C4C Global network	All members of the C4C / RDC Network in collaboration with the Government, the media and the private sector	Establish a timetable for capacity building workshops, information meetings and C4C introduction to the various stakeholders concerned	2021-2023	$ 13,500: Visibility: partnership with the media (radios + TV), educational sports, infomercials, dissemination of humanitarian information, Production of visibility materials (banners, banners, leaflets, T-Shirts, etc.)
Discuss the possible anticipations before and during crises as well as the lessons learned after an emergency and development intervention.	All members of the C4C / DRC NGO / INGO Network in collaboration with the Government and the private sector.	Organization of scheduled and ad hoc meetings extended to members and members of beneficiary communities	2021-2023	
Extend exchanges to potential members across the country and taking into account socio-cultural and geographic aspects	Coordination of the C4C / DRC Network, local management team, specialized government structures, the media and the private sector of the geographic entities concerned	Establish and maintain contacts with previously identified resource persons, Organize meetings for discussion and introduction of Start Network in these new entities	2021-2023	
OBJECTIVE 2. Strengthen the circuit and mechanisms for collecting, processing and disseminating relevant information among members of the C4C / DRC NGO-INGO Network and non-members across the country				
Collect, analyze and disseminate information and data on crisis situations	NGOs, INGOs members of the Network and their local partners in collaboration with specialized state services and the private sector	Multisectoral assessment of humanitarian needs in a declared crisis situation,	2021-2023	$ 20,000: Mobilization of politico-administrative and customary authorities to take ownership of the humanitarian localization process. Travel, stay and local travel in eight priority provinces: North Kivu, South Kivu, Ituri, Tanganyika, Kinshasa, Kasaï central-Kasaï, Haut Katanga and Maniema
Identify forgotten risks and emergencies	NGOs, INGOs members of the Network and their local partners in collaboration with specialized state services and the private sector	Context analysis, Documentary analysis: works, end-of-project reports and their recommendations, analysis of the actors involved	2021-2023	

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Develop alerts and / or community resilience programs	NGOs, INGOs members of the Network and their local partners in collaboration with specialized state services and the private sector	Take into account the real needs of victims and joint decisions taken locally	2021-2023	(establishment of provincial coordination, needs assessment: collection and processing of humanitarian information) and advocacy
OBJECTIVE 3. To increase the capacity to mobilize the necessary resources (human, material and financial) in relation to responses to the various humanitarian crisis situations in the DRC				
Provide members with adequate communication tools and materials	NGOs, INGOs and national platforms,	Identification of material and communication equipment needs	2021-2023	$ 14,500: communication materials and equipment: laptop, connection to internet and telephone networks, upgrading of user staff
Strengthen the capacities of staff in communication techniques	Staff of NGOs, INGO members of the Start Network, local partners and government structures	Identification of training needs, development of training modules and recruitment of trainers, training workshops	2021-2023	
Mobilize new members, Workshops and trainings for capacity building, organize meetings to monitor and evaluate the implementation of strategies.	Communication advisor, local management team, specialized government structures	Development of TOR, establishment of provincial coordination and monitoring-evaluation teams	2021-2023	$ 27,500: Mobilization of new members, Workshops and training for capacity building, discussion meetings between members of the C4C / RDC Network and other stakeholders. Organization of open dialogue sessions between INGOs and NGOs and donors, assessment and analysis of the level of effective implementation of the eight commitments of the Charter for Change and those of the Grand Bargain.

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IX- COORDINATION BETWEEN ACTORS

The C4C / RDC Network recalls the "Grand Bargain" which is an agreement between more than 50 of the main donors and humanitarian aid actors aimed at putting more resources in the hands of people in distress. Primarily, it is a "Grand Bargain for Efficiency" between donors and humanitarian organizations, aimed at reducing costs and enhancing the effectiveness of humanitarian action.

The Grand Bargain which foresees a series of changes in the working practices of donors and humanitarian organizations, including reduced allocations of funds for specific purposes, increased multi-year funding and harmonization of establishment requirements reporting, on the one hand, and improving transparency, lowering management costs and increasing joint needs assessments, on the other. The signatories also pledged to expand cash transfer programs, strengthen the link between humanitarian assistance and development, encourage the participation of affected people in decision-making and increase support to national and local stakeholders.

With regard to localization, donors and humanitarian organizations had pledged, under the Grand Bargain, to achieve by 2020 the overall objective of allocating 25% of global humanitarian funds as directly as possible to stakeholders. local and national, by investing in the long-term institutional capacity of local actors, by encouraging more equitable partnerships and by ensuring a better integration of local coordination mechanisms, a program which until then remains at the level of texts only and not yet implemented. implemented.

Localization commitments made as part of the Grand Bargain (Grand Compromis)

> 1. Increase and maintain multi-year investments in the institutional capacities of local and national stakeholders, particularly in terms of preparation, intervention and coordination, particularly in precarious situations and in regions where communities are exposed to armed conflict, disasters, recurrent epidemics and the consequences of climate change. We must achieve this through collaboration with development partners and the integration of capacity building into partnership agreements.

> 2.Better understand and reduce or eliminate the obstacles that prevent organizations and donors from establishing partnerships with local and national stakeholders, in order to reduce transaction costs and make more substantial assistance to target people.

> 3. Support and complement existing national coordination mechanisms, including local and national stakeholders in international coordination mechanisms, where appropriate, while respecting humanitarian principles.

> 4. By 2020, allocate at least 25% of humanitarian funds as directly as possible to local and national responders, in order to improve the situation of those affected and reduce transaction costs.

> 5. In collaboration with the Inter-Agency Standing Committee, define and use a location indicator to assess the funds directly and indirectly allocated to local and national stakeholders.

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Make better use of funding mechanisms that increase and improve assistance from local and national actors, such as the United Nations national pooled funds, the Emergency Disaster Relief Fund (DREF) of the International Federation and common funds set up by NGOs and other actors.

The Localization Working Group

The Localization Working Group is made up of Grand Bargain signatories (including donors, United Nations agencies, INGOs and representatives of the International Red Cross and Red Crescent Movement) as well as a group of local actors invited. It aims to provide all signatories with momentum and support for the implementation of their localization commitments.

As many know, the C4C / RDC Network is currently made up of members (INGOs, NGOs, state platforms and structures) across all geographic areas of the country. Indeed, in addition to the members of the C4C / RDC Network and those of the C4C Global, there are in our professional circles a significant number of signatory INGO partners, the OCHA office, state structures and the private sector with which we already collaborate.

Considering the complexity of the humanitarian situation in the DRC, periodic meetings and meetings (weekly, monthly) should be organized between upstream and downstream actors to discuss in particular the different ideas developed in point 5 of this document.

The proper functioning of this coordination would require that certain challenges be met, in particular the improvement of the communication system within the offices of certain members of the C4C / RDC Network (see point IV). In this case, consideration should be given to building the capacities of members of the C4C / RDC Network on communication techniques and approaches adapted to the context of an international network capable of mobilizing funding.

A timetable for periodic exchange meetings between members of the C4C / RDC Network extended to stakeholders will be drawn up. As part of its mandate, the management team offers a program of outreach and presentation visits of the C4C Global Network and C4C / RDC Network to potential members in other provinces not covered by current members.

The bad experience of COVID-19 and that of EBOLA has proven that local and national actors are really crucial in a humanitarian response. They are there before the arrival of all international actors and long after their withdrawal. Local action is not a "soul supplement" for an emergency operation or a secondary consideration in humanitarian aid: it is a key tool for actions that save lives and more again, to prevent seizures where possible. The reality is this: the vast majority of crises receive no international support or attention. In these situations, local actions by local actors, rooted in the community and made up of community members, save lives and help people prepare and rebuild, again and again. In crises that instead receive support and attention from the international community, assistance is often "labeled" as international, but it is actually local and national actors who do the work.

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