

IOM IN THE DEMOCRATIC REPUBLIC OF CONGO

The IOM Approach to Humanitarian Resilience in the Democratic Republic of Congo

2014 - 2017



Registration Day in Mugunga 1 Spontaneous Site
Goma – North Kivu – 12-12-2012



Foreword by the Chief of Mission: Vulnerability to Disasters in the Democratic Republic of Congo



Disasters and conflicts do not occur in a vacuum, but are integrally linked to the broader context in which they take place, building resilience within both state and society structures becomes a crucial tool to speed recovery and lessen the likelihood of recurrence as local and institutional capacities are put in place to respond to, manage and reduce emerging risks. People’s vulnerability is a key factor determining the impact of disasters on them and how support can be provided and capacity built to ensure resilience

Humanitarian resilience addresses the particular challenges from natural and human made disasters with a humanitarian impact.

Whether sudden and overwhelming such as the Nyamulagira volcano eruption in 2010 or a slow onset with longer humanitarian implications disasters; these contexts can involve explosive remnants of war, the uncontrolled ownership and use of small arms and light weapons, large scale displacements, AIDS, land issues, de-forestation and global warming.

The Democratic Republic of Congo (DRC) is home to multiple natural and manmade risks from volcanic and tectonic activities, flooding and the ongoing internal conflict resulting in both protracted and recurring displacements. The Internal Displacement Monitoring Centre Global Overview 2012 report highlighted that in 2012 alone there are 2.7 million protracted and new IDPs in Congo, the largest displacement of the year in Africa¹ and the world’s second largest crisis in terms of new displacement in 2012. In this context IOM DRC aims to strengthen the protection and resilience of communities in Congo through humanitarian and developmental engagement in coordination with the Government Democratic Republic of Congo, Humanitarian and Developmental community.

Laurent De Boeck
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¹ IDMC Global Overview 2012 : People Displaced internally Displaced by Conflict and Violence Report, April 2013

According to the UN ISDR

“Resilience is the ability of a system, community or society exposed to hazards to resist, absorb, accommodate to and recover from the effects of a hazard in a timely and efficient manner.”

Resilience and IOM globally (Natural Disaster² and Complex Crisis³)

Globally IOM's approach towards resilience is in line with IOM's 12 Point Strategic Focus⁴ and the IOM global Migration Crisis Operational Framework⁵.

From the IOM 12 Point Strategic Focus, Resilience is approached particularly in regards to the following points:

3. To offer expert advice, research, technical cooperation and operational assistance to States, intergovernmental and non-governmental organizations and other stakeholders, in order to build national capacities and facilitate international, regional and bilateral cooperation on migration matters.
4. To contribute to the economic and social development of States through research, dialogue, design and implementation of migration-related programs aimed at maximizing migration's benefits.
9. To participate in coordinated humanitarian responses in the context of inter-agency arrangements in this field and to provide migration services in other emergency or post-crisis situations as appropriate and as relates to the needs of individuals, thereby contributing to their protection.

The term "**Migration Crisis**" describes the complex and often large-scale migration flows and mobility patterns caused by crises. The "**Operational Framework**" is based on the understanding that States bear the primary responsibility to protect and assist crisis-affected persons residing on their territory in a manner consistent with international humanitarian and human rights law. IOM supports States, upon their request and with their consent, to fulfill their responsibilities.

2 SCPF/71, 9th session 1-2 Nov 2011. IOM's Role in the Humanitarian Response to Displacement induced by Natural Disasters.

3 SCPF/80/Rev.1, 10th session 15-16 May 2012. Migration Consequences of Complex Crises: Institutional and Operational Responses.

4 IOM Member States—Informal Consultations: MC/INF/287. 94th Session, November 09, 2007. IOM Strategy.

5 Resolution 1234; MC/2355. The IOM Migration Crisis Operational Framework.



IOM's programme implementation around the world is divided into 19 thematic briefs that seek to unpack the disaster risk reduction, disaster risk management and climate adaptation frameworks from a mobility perspective.

The thematic briefs are organized based on their relevance for each crisis phase, before, during and after in line with IOM's approach to the migration dimension of crisis situations, or "migration crisis".

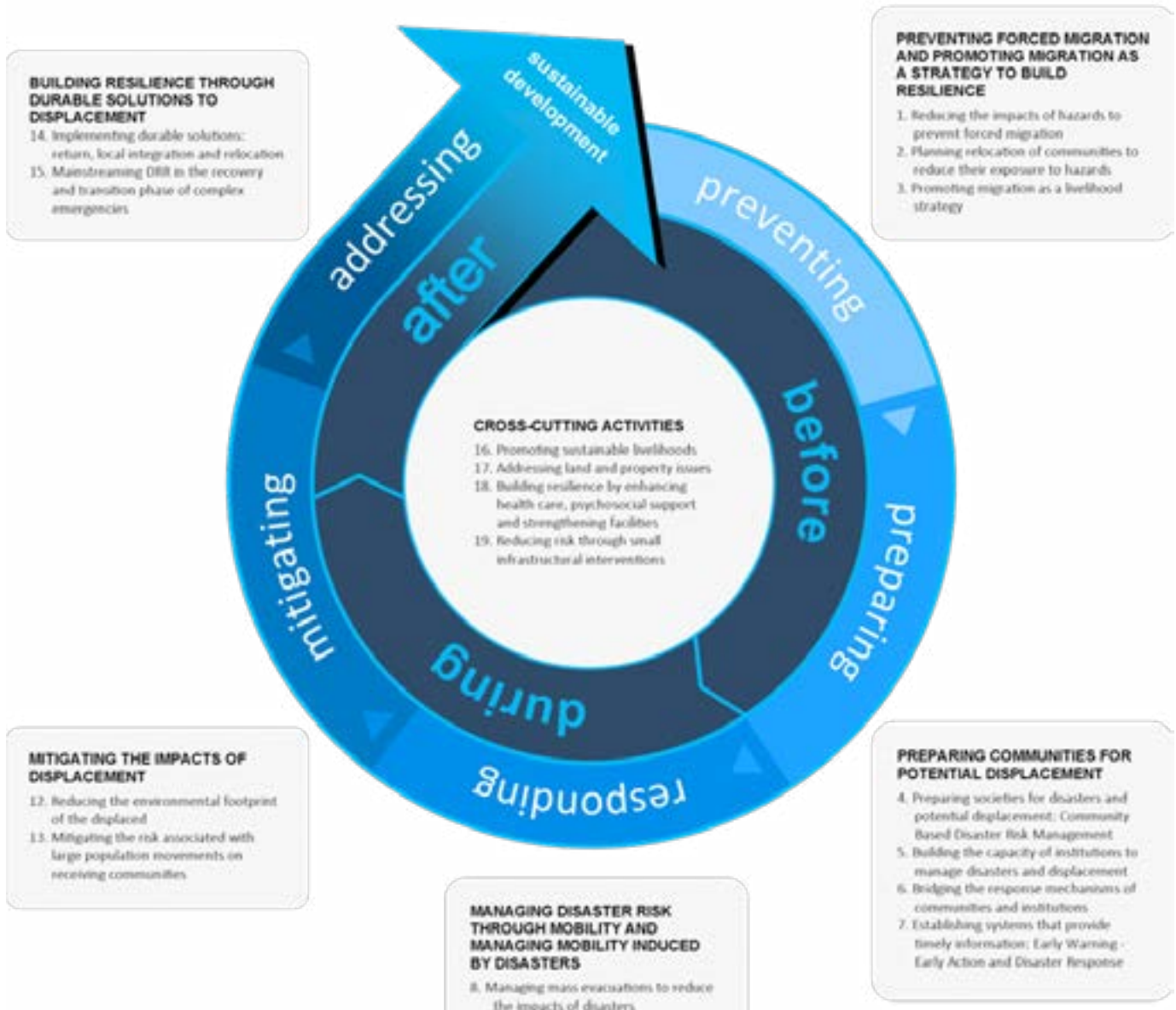
Each thematic brief is illustrated with examples drawn from IOM's activities around the world. A number of thematic briefs have also been highlighted for their cross-cutting nature and importance at each stage of the crisis.

The support typically involves addressing significant vulnerabilities for individuals and affected communities, and generates acute and long-term migration management challenges. A migration crisis may be sudden or slow in onset, can have natural or man-made causes, and can take place internally or across borders.

IOM activities in support of resilience and durable solutions range from emergency and post-emergency operations assistance (mitigation, preparedness, response and recovery); to community reintegration/stabilization and government and development. Programme activities cover emergency relief, return, reintegration, capacity-building, reconstruction, migration initiatives and protection of the rights of affected populations. In particular

IOM programmes in the post-emergency phase bridge the gap between relief and development by empowering communities to assist in the reconstruction and rehabilitation of affected areas as one of the ways to prevent forced migration.

Through the Inter-Agency Standing Committee (IASC), IOM supports “**collaborative responses**” conducted in close cooperation with the United Nations system and other organizations and with due respect for individual mandates and expertise. Its participation in the United Nations Consolidated Appeals Process, its lead role under the cluster approach in camp coordination and camp management in natural disasters, and the fact that it is a key partner in shelter, logistics, health, protection and early recovery ensures that its activities are well coordinated.



Resilience and IOM DRC

In line with IOM's global approach, in the context of DRC IOM's approach towards resilience are based on its *Stratégie 2013 - 2017 de l'Organisation internationale pour les migrations (OIM) en République Démocratique du Congo (RDC) document*, IOM's 12 Point Strategic Focus and the IOM Global Migration Crisis Operational Framework.

Taking into account the existing capacities, synergies and resources in the DRC and reflecting the characteristics of the country and internal and international migration, IOM defines three areas of engagement with durable solution mainstreamed throughout to improve resilience:

- (i) Enhancing the capacity of the national, sub-national, and local officials to reduce disaster risks and manage natural and man-made disaster response through capacity building and technical support;
- (ii) Improving coordination among all stakeholders at the national, sub-national, community and household level;
- (iii) Strengthening community and household resilience and capacity to reduce natural and man-made disaster risks through knowledge transfer and infrastructure enhancement.

These areas will be approached in partnership with the government of DRC, Humanitarian and Development actors and the people of DRC through a community based and rights based approach. Such approaches are based on the concept of

“migration crisis,” as developed by IOM in its Migration Crisis Operational Framework endorsed by the Organization's Member States in November 2012(MC/2355) which highlights 15 key sectors of assistance during the different phases of crises⁶.

IOM seeks to improve the overall managing migration for the benefit not only migrants, but also the displaced people, communities of origin and the authorities in charge of the matter, in a multi-sectoral approach. Capacity building national, governmental and non-governmental remains central to efforts in the country.

As a baseline IOM will be utilizing data collected by the Displacement Tracking Matrix process to produce stakeholder-inclusive and multi-sectoral analyses to lay the foundations for context-sensitive, evidence-based resilience strategic planning and decision-making. IOM aims to foster positive and reinforcing relations between state and society, increasing dialogue, shaping joint visions of the future and building the capacity of the state to respond to the continuously evolving situation in DRC. Creating a culture of knowledge and knowledge management within the state will mean that, even in a context of fragility, it will be possible to build elements of resilience that can assist the country and its people in managing its resources more effectively and thereby overcome some of the factors of instability and tension that have marked much of its recent history.

Government and Community participation is a key component to the approach that IOM will take. A relationship of trust, friendship and rapport is the key to facilitation of appropriate participation. IOM with its long history in the country is well placed to utilize the network of partners that it has built since 1994. Particularly important is community participation, as through it their capacity, needs and inherent resources are considered, thereby ensuring a greater likelihood that problems will be addressed with appropriate interventions with the goal of ensuring sustainability and resilience.



⁶ IOM MCOF Sectors of Assistance: Objectives and Role during different Phase of Crises.

BEFORE: Preparedness⁷

In DRC preparedness activities are often not seen as a priority by both host government and donors in their development or humanitarian planning or assistance, often resulting in missed opportunities to prepare and strengthen local capacity and resilience, thus undermining the ability of the recipient governments and aid community to anticipate, prepare for and respond effectively to future crises. Given that both development and humanitarian needs in DRC will continue to grow exponentially in the coming years, reducing the human and economic impacts of humanitarian crises is a critical task for all stakeholders.

Particularly in DRC context with the both the natural disaster possibilities and recurring conflict displacement internally and cross border, it is critical to ensure that the government and humanitarian actors are properly prepared in advance in the event of a crisis; and ready to invest time, energy and resources in follow up and monitoring to ensure the sustainability of activities.

Capacity building, including awareness-raising and training, should be mainstreamed in all thematic activities (from disaster preparedness, community stabilization to migration management), directed towards the local authorities and the communities at large in order to ensure sustainability and empowerment beyond the lifespan of a single project, thereby encouraging resilience at the roots of community.

MCOF strategy phase Preventing and Preparing:

1. Preventing forced migration and promoting migration as a strategy to build resilience;
2. Preparing communities for potential displacement.

⁷ In this document Preparedness refers to both natural and man-made disaster unless otherwise stated.

Related activities may include:

- Risk assessment, monitoring and early warning at national and local scale;
- Document past lessons learned and best practices to ensure that preparedness activities build upon a solid baseline of what works in the context of DRC and local environment;
- Capacity building to government counterparts, local partners and communities (infrastructure, technology, vocational trainings, institutional capacities for researching, data collection, information management, analyzing, mapping, databases and information dissemination);
- Building a culture of safety and resilience through knowledge, innovation and education, particularly based on indigenous knowledge and existing community structures;
- Preparing policies and mechanisms for response in the event of internal or cross border disasters and/or displacements.
- Awareness raising on Community Based Disaster Risk Reduction (CBDRM) and Piloting activities on natural hazards (Muzuku, drought, volcanic eruptions, etc).



DURING: Response

At times of crisis, impacts and losses can be substantially reduced if authorities, individuals and communities in affected areas are well prepared, ready to act and are equipped with the knowledge and capacities for effective crisis management. In turn timely and efficient assistance and protection depend on preparedness activities, namely increasing the capacity of the government and humanitarian community to identify potential crises and be ready to deploy an effective response when a crisis unfolds.

The North Kivu Humanitarian Response Plan for Dec 2012 – June 2013 noted that with increasing conflict between militant and the government the humanitarian community agrees to implement specific strategy focusing on:

1. Emergency assistance for all sites in Goma and surrounding areas; including promoting returns where feasible;
2. Holistic assistance in the returns zones, particularly in Rutshuru;
3. Holistic response for the sites around Goma, particularly to the displaced who choose to remain in the displacement sites.

In the context of DRC, currently response capabilities cannot keep pace with increasing human and economic vulnerabilities, especially as population growth, economic development, and intrusion into ever more marginal areas is exacerbating risks and weakening the coping capacities of the general population.

MCOF strategy phase Responding and Mitigating:

1. Managing disaster risk through mobility and managing mobility induced disasters;
2. Mitigating the impacts of displacement.



Related activities may include:

- Support in coordination and implementation of humanitarian response (Camp and Spontaneous Sites WG) and engagement in other clusters/sectors such Protection, Health, Shelter/NFI, WASH, Registration;
- Protection activities in Spontaneous Sites and Collective Centers;
- Displacement Tracking Matrix targeting IDPs in spontaneous sites, collective centers and host communities;
- Mapping, Information collection and exchange;
- Capacity building to National Authorities and Communities through CBDRM;
- Through Humanitarian Communications, create a two-way exchange of information between the responders (including humanitarian actors) and crisis-affected populations which addresses the information needs of affected populations and generates feedback that contributes to an appropriate humanitarian response and facilitates recovery planning, while including intercultural considerations and community messaging aimed at reducing anti migrant sentiments.

AFTER - Recovery

In DRC in 2012, 450,000 displaced people were reported to have returned to their place of origin⁸, but large numbers of the country's IDPs continue to live in areas, both rural and urban, where humanitarian agencies struggle to identify and access them. Monitoring return movements with any accuracy is extremely difficult in such a context. The identification of IDPs who do not live in camps is a key challenge to protecting, assisting and monitoring them. Similarly, the assessment of whether IDPs have achieved durable solutions, either by returning to their places of origin, integrating locally or settling elsewhere in the country, is also highly challenging when data on those living outside camps is so scarce.

In the past decade, IOM recognized the specificity of activities aimed at stabilizing communities after a crisis, as these types of activities not only help to alleviate the impact of hazards, but also address some of the root causes of populations' exposure to risk, including systemic factors influencing vulnerability. Limited rural livelihoods, poor urban and local governance, ecosystem decline, gender inequality and limited access to education, credit and financial systems are among the major structural factors contributing to vulnerability.

Through its presence on the ground in the immediate aftermath of a disaster, IOM has an excellent opportunity to implement recovery activities. This reflects the fact that the post-crisis phase represents the main window of opportunity to invest in not only in reconstruction and rehabilitation activities but also in risk reduction, as the communities and the authorities are in the right mindset for "building back better" and for investing in tools to reduce risks – ranging from early warning early action to essential structural reforms (e.g. land tenure and property rights), leading to durable solutions and sustainable development.

Following the adoption of the Security Council Resolution 2098⁹ in March 2013, IOM DRC recognizes that these political, diplomatic and military developments require efforts to adapt

the Organization's strategy in contributing to the resilience approach to a conflict situation which links the disarmament, reintegration and development approach. A paper detailing IOM DRC¹⁰ contextualization approach was released in June 2013, outlining three primary areas where the Organization's expertise and experience can mitigate anticipated short-term shocks related to FIB activities and proposing using DRC as a model for policy making reintegration and resilience:

1. Meeting the needs of increased displacement in East DRC through information gathering and analysis, spontaneous site management, and coordination of humanitarian activity through "Transit Sites" and currently active displacement sites;
2. Responding to an increase in Disarmament, Demobilization and Reintegration (DDR) activities by supporting the DDR components of MONUSCO's mandate as cited in Security Council Resolution 2098 (2013); and
3. Applying the IOM Migration Crisis Operational Framework (MC/2355) to prioritize additional areas.

MCOF strategy phase Mitigating and Addressing:

1. Mitigating the impacts of displacement;
2. Building Resilience through Durable Solutions to Displacement.

Related activities may include:

- Information Management, profiling and DTM;
- Development of key messages through Humanitarian Communications;
- Displacement site coordination and management (including establishment of safe havens for the displaced);
- Intention survey, Go see visit;
- Durable solutions: Returns /Reintegration/Relocation/Rehabilitation;
- DDR, Community Stabilization;
- Reducing environmental risk of the displaced.

⁸ IDMC Global Overview 2012.

⁹ Resolution 2098 (2013) Enables 'Offensive' Combat Force To 'Neutralize and Disarm' Congolese Rebels, Foreign Armed Groups.

¹⁰ The Work of IOM DRC in the context of the deployment of the United Nations Intervention Brigade, Kinshasa June 2013.

Cross-cutting issues

Protection and Gender

IDPs continued to face threats to their physical security in DRC, where people fled armed attacks and clashes, forced recruitment, arbitrary killings, gender based sexual violence and abductions. At the same time populations returning to their places of origin were also affected. In additions, IDPs are facing discrimination because they were seen as a source of further insecurity while gender-based violence (GBV) continues to be a widespread issue country wide.

Gender based sexual violence prevalence continues to rise, used as weapon of war by one group against another, to humiliate, intimidate and tear apart families and entire communities or even force them into an alliance. Health and psychological impact to the affected population cannot be measured.

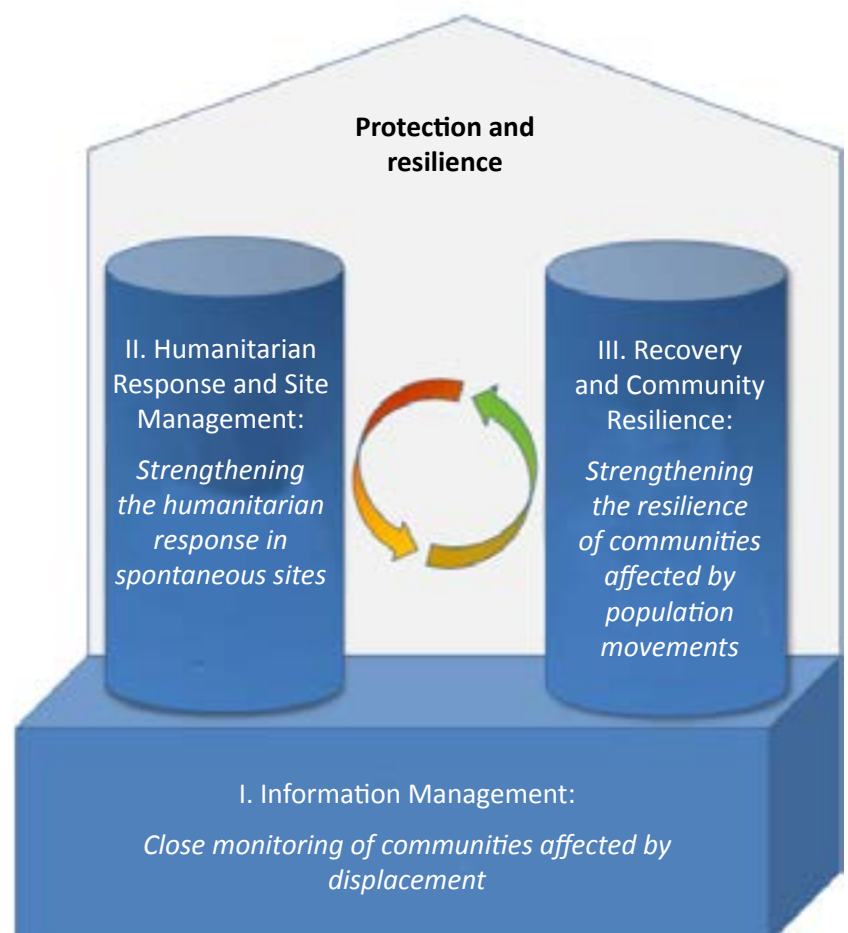
A 2006 report on impact of conflict on children in DRC¹¹ also noted the disproportionately high casualties among the young. Children bear the brunt of conflict, disease and death, not only as victims; they are also witnesses to, and sometimes forced participants in¹², atrocities and egregious crimes that can inflict lifelong physical and psychological harm.

In addition, inter-community tensions have been on the rise, with reports of retaliations and predatory attacks by armed groups against specific populations, often based on presumed allegiances; while for the displaced populations, security remains the highest priority with attacks by armed groups reported, as well as generalized looting.

IOM considers issues related to protection and gender to be cross cutting issues that is to be mainstreamed and integrated into all programming. IOM has experienced staff that it can draw upon both globally and nationally. In the North Kivu operations in line with the IOM DRC Complex Crisis Strategy, a Protection monitoring unit within the

Spontaneous Site working group which aims to increase awareness and understanding of protection issues and possible solutions monitor and refer identified cases in Spontaneous Sites and Collective Centers to the protection cluster and the government.

Additional engagement with UNICEF and UNWOMEN on protection of women and children; with NRC on Information, Counseling, and Legal Assistance to displaced population (ICLA) and Collaborative Dispute Resolution processes; and engagement with UNHABITAT on Housing Land and Property issues are being explored.



¹¹ UNICEF Child Alert 2006: Martin Bell reports on children caught in war in DRC.

¹² Exact numbers are hard to estimate, but DRC is thought to have the largest concentration of child soldiers in the world. *Child Alert 2006*.

Safe Migration Policy and Practices

As the Migration agency it is IOM mandate to support States, individually and collectively, in building the policy, as well as the administrative and legislative, structures and capacities that will enable them to manage migration during crises effectively and humanely and fulfill their responsibilities identifying, assisting and protecting vulnerable mobile populations affected by crisis.

DRC is signatories to both the Economic Community of the Great Lakes Countries¹⁰ (ECGLC - September 1976) and the International Conference on the Great Lakes Region¹³ (ICGLR - December 2006). Both regional agreements provide a strong base for IOM DRC based on its 2013 – 2017 Country Strategy¹⁴ in the context of implementation of a regional safe migration programming and humanitarian border management¹⁵ with strong links and opportunity to implement peace building activities based on capacity building on trade practices and mobility management; capacity building and awareness raising on human trafficking and smuggling.

13 ECGLC aimed at insuring the safety of member states, at favoring the creation and the development of activities of public interest, at promoting the trades and the traffic of the persons and the possessions, at establishing the cooperation in all the domains of the political, economic and social life.

14 ICGLR aimed to transform the region into a space of sustainable peace and security for peoples of the region, political and social stability, shared growth and development, a space of cooperation based on convergent strategies and policies driven by a common destiny.

15 Stratégie 2013 - 2017 de l'Organisation Internationale pour les Migrations (OIM) en République Démocratique du Congo (RDC).

16 DRC shares borders with Angola, Congo, Central African Republic, South Sudan, Uganda, Rwanda, Burundi, Tanzania and Zambia.



Stakeholders

National and Local Government

A characteristic of many states in fragile situations is that weak governance and continuous internal tensions and conflict become routine. The identification of priorities may be a key source of conflict, making a transparent and evidence-based process all the more important. In a post-disaster setting, a sudden influx of outside resources and a change in the most pressing needs can lead to a similar conflict of interests. Multiple strategic frameworks are often at work with organizations and institutions working along at cross purposes. In the absence of strong national authorities able to provide strategic direction and coordination, this can often add grievance to the local government and populations as gaps in aid delivery go unnoticed and duplications of efforts are not effectively dealt with. By involving the local communities in the process of identifying, defining and prioritizing the problems, international and national institutions alike are able to design interventions that are closely tailored to the end-beneficiaries needs thereby ensuring a 'do-no-harm' approach and ensuring that local problems are resolved through local solutions thereby ensuring an effective response mechanism and empowering the communities to become actively involved away from the passive identities of victims and beneficiaries, to encouraging self-reliance, as responders and peace-makers thereby ensuring sustainability and resilience.

Respecting its international commitments vis-à-vis the ICGLR Protocol on the Protection and Provision of Assistance to IDPs and the Protocol on the Property Rights of People, DRC recently drafted a National Policy on IDPs and a draft Law on the Protection and Assistance of IDPs – it is anticipated that both documents will be finalized in 2014.

It is important that IOM along with other actors advocate that the IDP legislation includes the following elements:

- Cessation of IDP status should be based on the degree to which durable solutions have been achieved, not simply the amount of time a person has been displaced;
- Achieving durable solutions is a process and not a single event;
- The state, in consultation with the displaced populations, holds ultimate responsibility for finding and achieving durable solutions.

Equally critical to advocate and work closely with the national and local government to ensure that a clear government disaster management structures and responsibilities in upcoming DRC IDP legislation be defined. Unless government bodies responsible for IDPs are clearly identified and their roles clarified, it will be very difficult to build up leadership capacity in humanitarian response (including IDP and CCCM operations) and development/community stabilization operations.

While both The Commission nationale pour les réfugiés (CNR) and Protection Civile has been identified as valid and valuable candidates for partnership, the clearer government bodies with IDP responsibility are defined in upcoming DRC IDP legislation, the easier it will be for the humanitarian and eventually developmental partners to build long term predictable capacity. As a consequence it is imperative that IOM and other humanitarian agencies continue to advocate for this precision until the DRC IDP legislation has passed.

Humanitarian actors (International and Local Organizations)

The IOM is a member of the Inter-Agency Standing Committee (IASC), the primary mechanism for inter-agency coordination of humanitarian assistance, involving the key UN and non-UN humanitarian partners. IOM is involved in humanitarian reform and Transformative Agenda, where it was designated as the lead for Camp Coordination and Camp Management for natural disaster situations. At the global level IOM also chairs the Working Group Special Committee of the IASC on the protection against the exploitation and sexual abuse (PSEA).

IOM seeks to deepen its engagement with the UNCT, UNHCT, MONUSCO, the inter cluster coordination mechanism, as well as development agencies, ICRC and national societies, NGOs and INGOs forums. Close coordination of all actors is critical to ensure that a holistic approach is developed from disaster response, transitional period, recovery/reintegration and development phase according to the strengths and capacity of each actors.

Communities and Traditional Structures

Re-building community ties and preserving traditional structures is key to recovery in a post-disaster (natural/man-made) setting. The identification of priorities as a community can help foster positive ties, by identifying similar experiences and needs. In a disaster, local communities are often the first responders on the ground. Engaging communities in identifying post-disaster recovery priorities is thus crucial not only to efficient crisis management response, but also to supporting the network that communities provide to each other after a disaster. Coupling disaster response priorities with a longer-term capacity development perspective empowers local communities to start re-building their own lives, creating a powerful hope for a better future whilst combating the notion of dependency and powerlessness. It is equally important that the state is included in these processes, as the strength of state-society relations will

characterize the context long after the surge of international aid has dissipated. Building responsive institutions will greatly increase their their capability to reduce risks in the future, fostering resilience in an otherwise fragile settings.

Private sectors, Academia and Diaspora

The private sector has a significant and valuable role to play in realizing the positive benefits of humanitarian and migration crisis and in minimizing its costs. The multidimensional nature of a crisis makes the involvement of the private sector an essential component of a coherent and comprehensive approach.

IOM will look to forge partnerships with Congolese private sector actors focused on areas and subjects of mutual interest and shared values with full respect for each other's resources, expertise, knowledge, and skills. Successful partnerships can involve information exchanges on best practices, in-kind support, and direct financial support of projects. Agreed goals and processes for monitoring, evaluating and publicizing partnerships are important elements of such partnerships.

The role of the Academia and institutions to produce comprehensive and cutting-edge research and to promote knowledge sharing in the field of humanitarian response and migration management in DRC another important relationship that will further be strengthened as part of IOM resilience strategy. Engagement with local and international institutions in capacity building, research and study of best practices in crisis management will further strengthened IOM's effort in developing and implementing a holistic response.

Another important stakeholder in building resilience and ensuring sustainability in DRC is the role of the Congolese diaspora.

IOM will look to mobilize the skills and financial resources of the diaspora and

other networks of qualified professionals to support the national development, rehabilitation and reconstruction processes, either through the temporary/virtual return or socio-economic reintegration of skilled and qualified nationals from abroad, and/or the facilitation of the recruitment of temporary foreign workers in sectors vital to the country's recovery but lacking the necessary human resources.

The Congolese diaspora, spread across Europe, North America and Africa, are an invaluable human and social capital asset to both the country of origin and the host country. Equipped with varying competencies, ideas and expertise fomented at home and abroad, they carry with them a new vision and represent positive forces of change.

In the last decades of conflict 'Brain Drain', especially in critical sectors such as education, health, technology and business, has impacted the stability and development of DRC. The diaspora can play a crucial role as agents and partners for stability, rehabilitation and development. IOM¹⁷ through its Migration work globally has the network, expertise and capacity that can be contributed to this process and the diasporas engagement will drives increasing interest among a variety of stakeholders in areas such as development, poverty reduction, economic growth, trade or post-crisis recovery.



17 In Africa IOM has established Migration for Development in Africa (MIDA) as a comprehensive guiding framework to accommodate the desire of migrants and diaspora members to contribute to the development of their countries of origin and facilitate the circulation of their competencies, expertise and experience in Africa particularly in the field of Agriculture, Arts and Humanities, Business and Commerce, Education, Health, Law, Public Administration and Services, Science and Technology.

Conclusion

The Strategy is first and foremost based on IOM's continued engagement with the national and local government, national and international partners and IOM's direct engagement with the local communities.

IOM DRC takes a comprehensive approach towards resilience that is based on the Migration Crisis Operations Framework and Stratégie 2013 - 2017 de l'Organisation Internationale pour les Migrations (OIM) en République Démocratique du Congo (RDC), with the contextualized approaches divided into three phases: Before - Preparedness, During - Response and After - Recovery.

The strategy also takes into account cross cutting issues of Protection and Gender; and Safe Migration Policies and Practices that will be mainstreamed in to IOM DRC programming. Last but not least is the key involvement of all stakeholders and various linkages and network that will feed into a sustainable and resilient Congolese community.

Finally, this Strategy is guided by IOM DRC's overall objective to strengthen legal, judicial, administrative and political frameworks for socio-economic stability, reconstruction,



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