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## CONFLICT SCAN

# Tuendeleo Pamoja II - Moving Forward Together

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Tanganyika Province

Kalemie and Moba Territories

Democratic Republic of Congo

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## Table of Contents

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<b>Table of Contents</b>	2
<b>Executive Summary</b>	3
<b>Introduction</b>	4
<b>Recent developments</b>	5
Community tensions related to the operation of the FFW and CFW	5
Tensions between the farmers and the companies implementing the construction work under the project	6
Community Tensions Related to Changes in Standards Induced by Project Activities	7
Tensions related to the feeling of discrimination of certain authorities in the project	<b>Erreur ! Signet non défini.</b>
Tensions related to the functioning of the structures supported by the project	8
Connectors and dividers	8
<b>Do No Harm: Opportunities and Risks</b>	9
<b>Recommendations</b>	10
<b>Conclusions</b>	12

## Executive Summary

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The USAID-funded Tuendelee Pamoja II project, implemented by Food for the Hungry (FH) in partnership with Search for Common Ground (Search), aims to contribute to an enabling environment for conflict reduction, improved gender relations and reduced gender-based violence (GBV) in the provinces of South Kivu and Tanganyika, in the territories of Walungu, Kalemie, Moba, Nyunzu and Kabalo (Katanga). A conflict scan was conducted by Search in August 2020 in the province of Tanganyika, covering the territories of Kalemie and Moba, with the aim of understanding the evolution of conflict dynamics and analyzing the risks for the project in order to formulate recommendations for future programming.

### Key Results

This conflict scan has indicated that the Food For Work (FFW) and Cash For Work (CFW) programs carried out as part of the drainage and road works remain the leading sources of tension in Moba and Kalemie. The conflict scan, compared to the last scan in September 2019, further highlights the lack of communication on the part of the consortium regarding FFW irrigation and drainage activities which has contributed to exacerbating existing community tensions and negative perceptions towards the project. Indeed, community misunderstandings felt towards the system of targeting FFW beneficiaries, feelings of discrimination in the selection of FFW beneficiaries, perceptions of corruption, and feelings of inequality in the implementation of works continue to exist and contribute to tensions surround the FFW and CFW programs. The executive committees of the Community Development Committee (CDC), which is responsible for the coordination and implementation of the FFW and CFW, as well as mistrust towards the team leaders of the works, are the key roots underneath existing tensions according to interviews and focus groups conducted with several community members during this scan. The consortium, for its part, is accused of not implementing adequate close monitoring at the CDC level, which in turn has led community members to perceive the CDC as being responsible for corruption and abuse of power within the FFW and CFW. These problems induced by FFW and CFW have led to social divisions at the community level, particularly between beneficiaries and non-beneficiaries, and also between Bantu and Twa communities.

Ultimately, tensions related to recruitment associated with the execution of the work, feelings of exclusion of the authorities in the project, and the exploitation of natural resources remain recurring factors of conflict induced by the implementation of the project. Additionally, this conflict scan highlights new tensions, including tensions related to the functioning of the Village Savings and loans Associations (VSLA) and the change in norms in the context of family planning activities as being possible hindrances to social cohesion. These tensions can have a significant influence both on the level of participation and involvement of community members in project activities, on the level of community ownership of the project, and more broadly on the restoration of a climate of peace in the region.

To counter these dynamics, this scan found that it is essential to support social inclusion and conflict sensitivity in order to curb rumors and generate a basis and beneficial tools for effective collaboration between the different actors.

### Key Recommendations

1. **Redevelop the FFW/CFW implementation strategy to enhance positive collaboration among stakeholders:** Strengthen the understanding of FFW and CFW activities by having a clear communication strategy regarding all stages of targeting (from formalities with local authorities to finalization of lists), the functioning of the system and the actors involved in the operationalization process; Strengthen the knowledge of non-beneficiaries about the FFW/CFW system, complemented with monitoring the perceptions of households that do not benefit from FFW and CFW; Restore trust between the CDCs, the authorities and the FFW beneficiaries by

communicating to the beneficiaries and all state actors the roles and responsibilities of the CDCs in the project.

2. **Strengthen existing community structures**, through capacity building of the VSLAs and CDCs through training on associative management and governance in order to restore mutual trust between executive committees and members.
3. **Raise awareness about non-violence messages and gender relations**, through the organization of awareness sessions and outreach activities within the community and the establishment of a framework for mixed exchanges between the different categories of the community to discuss family planning issues in order to reduce prejudices about these activities.
4. **To set up a coordination mechanism between the members of the consortium**, through strengthening the relations between the INGOs<sup>1</sup> in the territories so that the interventions are coherent in terms of support and communication towards the beneficiaries, an integrated approach and coordination of the different interventions of the members of the consortium.
5. **Increase youth engagement**, through supporting joint youth-initiated projects that the consortium can contribute to. Common initiatives should be identified through initiating dialogue among youth in order to work together towards a common goal.

## Introduction

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Phase II of the Tuendele Pamoja project, funded by USAID under its Development Food Aid Program (DFAP), aims to address the underlying causes of food and livelihood insecurity in South Kivu and Tanganyika provinces. Food For the Hungry (FH), in partnership with Search through this project, aims to contribute to an enabling environment for conflict reduction, improved gender relations and reduced gender-based violence (GBV) as cross-cutting outcomes. The project also aims to improve functional female adult literacy and create entrepreneurial opportunities for women and men (especially youth) to improve household incomes and provide alternative livelihoods with agriculture and conflict transformation. The project was implemented in the provinces of South Kivu and Tanganyika, in the territories of Walungu, Kalemie, Moba, Nyunzu and Kabalo.

The most recurrent conflicts in the provinces of South Kivu and Tanganyika are **land conflicts, conflicts over access to economic and natural resources, domestic conflicts, political disagreements and conflicts related to the abuse of power**,<sup>2</sup> which all have considerable effects on social cohesion. These conflicts are especially evident because of the irrigation and road rehabilitation work carried out as part of the project's FFW and CFW activities. While this participatory approach to implementation is supposed to contribute to a positive approach to social cohesion and inclusion in the area, it's shown to be nonetheless a factor that can exacerbate certain actors and conflicts.

Recently, in Tanganyika province, there has been a resurgence of tensions related to irrigation and road rehabilitation work under FFW and CFW, specifically related to structures set up under the project, such as the VSLA. These tensions are caused by a sense of exclusion felt by certain categories of the community during the targeting of community members benefiting from FFW and CFW, reinforcing existing divisions between the Bantu and Twa, as well as the destruction of crops by livestock, ultimately leading to violent tensions between farmers and herders.

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<sup>1</sup> INGO: International Non-Governmental Organization

<sup>2</sup> Source: Conflict Analysis - Search. November 2017, conflict scan October 2019

Additionally, in the Tanganyika province, tensions related to the presence of self-defense groups have led to massive displacement of the population in refugee camps in several areas of Kalemie and Moba.<sup>3</sup> Fortunately, according to a personal interview with the deputy administrator of the Kalemie territory, the new provincial government has been able to dismantle the network of armed groups operating in the province, gradually alleviating insecurity and providing an opportunity for the work carried out under the project to be effective.

Taking into consideration the above contextual factors, Search, in consultation with FH, conducted a Conflict Scan in September 2020 to better understand the evolution of these conflict dynamics and to ensure that the project adheres to *do-no-harm* principles in the territories of Moba and Kalemie in Tanganyika. The results of this analysis will enable Search and its partners to understand the changing dynamics of conflict, effectively adapt the program to the changing dynamics of these conflicts, and ensure that the intervention is conflict sensitive and respects the principles of *do-no-harm*.

The **objectives** of this conflict scan are to:

- Identify the evolution of existing conflict dynamics related to project activities;
- Understand the risks related to these conflicts that can affect social cohesion and the smooth running of the project; and
- Identify recommendations that incorporate conflict sensitivity and the strengthening of social cohesion.

The present conflict scan followed an exclusively qualitative approach, involving the facilitation of 22 focus group discussions (FG) and 48 key informant interviews (KII). A total of 215 people (106 men, 109 women, 22 young girls and 38 young boys) from different communities living in the different project intervention sites in the Moba and Kalemie territories participated.

## Recent developments

This conflict scan indicates that tensions related to the operation of the FFW and CFW have evolved over the past six months. Specifically, tensions caused by the following factors: suspicions of corruption during targeting; a sense of unequal treatment in the execution of the work; suspicions of embezzlement and contract tampering; the belief that exploitation towards locals in the execution of the work is occurring; and a perception of abuse of power among the team leaders involved in the FFW and CFW.

The conflict scan also exposed that tensions related to the work and the exploitation of natural resources are still recurrent. The new tensions identified during this scan are particularly tensions related to changes in social norms induced by project activities, tensions related to the authorities' sense of discrimination in the project, and tensions related to the functioning of the structures supported by the project. The key tensions are further elaborated on below.

### ➤ **Community Tensions Related to the Operation of the FFW and CFW**

The Tuendelee Pamoja Project (TPII) has established the FFW and CFW system to enhance community participation in the implementation of drainage and road rehabilitation works. This participatory strategy has led to several tensions since the start of project activities. Specifically, it has been identified that the lack of understanding by the communities of FFW's system for targeting beneficiaries and the changes in

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<sup>3</sup> In Kalemie, especially Mulange, Lukwangulo, Bakari, Kalunga, we note the presence of several refugee camps, and in Moba the self-defense groups in Kabwela and Viura towards Moba.

the work implementation schedule are two key elements that may have influenced a negative perception of the project and community member's views towards their involvement in activities. These two elements persist despite the project's strategy of posting publicly lists of FFW and CFW beneficiaries in communities. It should be noted that there was a noticeable increase in community participants in the activities after the distribution of FFW and CFW. According to this conflict scan, new tensions have emerged more recently, the main cause of which is suspicions of corruption on the part of the Community Development Committee (CDC) related to the targeting of FFW and CFW beneficiaries according to the CDC's targeting criteria that was made available to communities by FH.

It was also identified that FH is also an actor involved in these tensions (according to the community) due to a lack of follow-up in the face of such tensions related to FFW. Some community members who are not FFW/CFW beneficiaries interviewed during this scan accuse FH of not following up at the CDC level to verify the concordance between FFW/CFW beneficiaries and the list drawn up by FH. Reasons cited for such frustration are the accusation of the double registration of certain people who are perceived to have a close link with CDC members in the list of beneficiaries. Additionally, tensions cited are further exacerbated by the following suspicious cited by some community members interviewed”

- The CDC including beneficiaries in the lists who are from large cities and are not believed to have even taken part in any of the relevant work;
- The CDC diverting some of the food from the FFW to the commissionaires, who then sell it to the community at a high price;
- The CDC abusing its power to monopolize part of the beneficiaries' food shares during the distribution in case of absence from the work; and
- Some members of the CDC executive committee are abusing their power to privatize the afforestation sector without the knowledge of the project in order to also benefit personally from the FFW.

Another current factor of tension between FFW beneficiaries, CDCs and project staff is the delay in the distribution of FFW food and payment of the CFW, contributing to suspicions of corruption and embezzlement. Moreover, the perception of the lack of monitoring by FH is also influenced by rumors such as that truck drivers transporting FFW food are manipulating the quantity and dispersion of food under the accusation that some people have been added to the list without having been identified by FH, leading to an increased presence of beneficiaries to receive FFW compared to the initial list posted at the work sites in the Kalemie area.

Another tension induced by this FFW/CFW system is the tension between the beneficiaries and the work team leaders, who are accused of taking a percentage of the share of cash granted to CFW beneficiaries by threatening such beneficiaries that they will be removed from the list of CFW beneficiaries the next month if they don't hand over the amount.

Additionally, community members have also expressed that there is ongoing tension between FFW beneficiaries and non-beneficiaries as households who have registered with all family members are being granted unequal FFW food and are then selling their surplus food at high prices.

#### ➤ **Tension between the Farmers and the Companies Implementing the Construction work Under the Project**

Tanganyika province has long experienced violent conflicts between farmers in swamps due to poor water drainage, thus, this is one of the key reasons this project has carried out drainage, road and bridge works. Since the beginning of the construction of such infrastructure, community members expressed their opposition to the works because they thought that the effort was being done without community

consultation (according to the 2019 conflict scan conducted by Search). More specifically, the community accused the project of minimizing the economic impact that the works had on crop field owners.

Similarly, in this conflict scan, tensions have been identified that are related to the destruction of crops in the fields that were drained by the implementation company. Farmers express that these fields are their key forms of investment and now it's threatened by the destruction of them. Furthermore, farmers accuse the implementation company of encouraging day laborers to steal their crops as sources of food. The creation of these drainage works has also led to tensions related to the recruitment of people who are not locals as technicians in the project in the province of Tanganyika. However, such tensions appear to have been mitigated since the last quarter according to the FG meeting conducted at the community level. Notably, an increase in community acceptance of the project staff has been observed, as the staff actively participate in social and community life, strengthening their social integration within the community.

However, recently the community members involved in this work claim to have noted the reduction of benefit days, and therefore a decrease in premiums, in the drainage works in Moba and Kalemie by the company implementing the works. This has brought back the frustration and problems related to the partnerships made by the project with companies or staff perceived as "foreign" by the surrounding community. Similarly, the authorities claim that these "perceived foreign workers" enter their localities clandestinely without their agreements and that the consortium has excluded them from the project because they cannot monitor the movement of personnel for these works. Due to this sense of not having the opportunity to be recruited as technicians, some youth continue to refuse to participate in the drainage works and assert their ability to work as technicians for the project and not as beneficiaries of the FFW. Further, tensions between the youth and the drainage technicians persist in the area. Young people feel that the consortium wants to exploit them through the FFW, instead of hiring them as technicians at the expense of these perceived foreign workers who receive cash. These perceptions stem from the ultimate perception that they are excluded from project activities.

➤ **Community Tensions Related to Changes in Standards Induced by Project Activities**

Family planning has been an essential activity that can contribute to the development of a community in an area like Tanganyika, as its impact on population dynamics could potentially help reduce food demand and ease pressures on food supply and production in the area. However, some women leaders interviewed during this conflict scan indicated that they are facing the issue of some husbands in the Kalemie zone not wanting to participate in family planning activities, creating tensions between wives and husbands. Specifically, it was stated that men sometimes interpret the use of contraception by their wives as a factor that encourages adulterous relationships and the prostitution of young girls, contributing to sentiments that lead to violence against women and health personnel. Additionally, other rumors that are said to be circulating relate to the project's objectives in touching upon such topics and there are suspicions that the project involves American's wanting to limit population growth in Africa so it can better exploit its wealth.

➤ **Tensions Related to the Feeling of Discrimination of Certain Authorities in the Project**

Local state actors such as chiefs and village chiefs are members of the CDC, but the fact remains that this involvement of the authorities in the CDC is not systematic and consistent. As a result, some of the same authorities that we met in our key interviews in the Kalemie and Moba zones confirmed their lack of participation in the TPII project and stated they were not involved in the project, contrary to the beginning when they had contributed a great deal to the baseline study. Interviews indicate that their hesitancy to be involved and state that they are involved is primarily linked to the power struggle that sometimes arises between CDC members and non-CDC members, driven by rumors that the CDC manages the project's money and sometimes engages in perceived corrupt behavior. Further, some authorities perceive the CDC's

participation in the project as a means of replacing the authority of the State.<sup>4</sup> On the other hand, the CDC members interviewed during this scan stated that they were democratically elected to act as a bridge between the donors operating in their areas and the community, and attributed tensions with non-CDC authorities to rumors concerning the CDC's financial management of the project. Finally, some of the CDC members interviewed for this conflict scan reported that threats have been made against them by some young people in the community related to the rumors around financial management.

### ➤ **Tensions Related to the Functioning of the Structures Supported by the Project**

This conflict scan revealed that some of the structures supported by the project activities are experiencing tensions that threaten to disrupt social cohesion and the overall smooth implementation of the project. For example, the members of the VSLA say that the repayment of credits is rather difficult, leading to tensions with the VSLA managers. Additionally, some community members feel that the executive committees have enacted regulations without their involvement, including the repayment system, the payment of penalties for non-compliance with regulations, and the loan rotation system. Specifically, the loan rotation system was much criticized by some members during this study, stating that the rotation process is neither transparent nor clear to the members, creating tensions among the members of the executive committee because some creditors are unable to repay their loans, leading to a failure of the VSLA structure. Additionally, the members claim that the project requires them to reimburse the costs of the operating tools even though the structure is still financially fragile. Further, a lack of accountability and transparency of the executive committees towards the members was cited as creating tensions when it comes to sharing interests or respecting the internal rules and regulations. Some members are accused of just wanting to suit personal interests at the expense of the interest of the structure.

This tension within the VSLA structure leads to violence between members, especially since the members of these structures accuse the project of excluding them from decision-making processes that concern them by only involving the presidents of the structures. The same tension between members and communities is noted within the CDCs which make decisions related to the operation of the FFW and CFW without including the beneficiary community. As a result, the members of the VSLAs and the communities linked to the CDCs accuse the project of creating a division within the community by favoring the executive committees or presidents in the consultation process on the functioning of these structures. Similarly, the project's collaboration with the female leaders in relation to raising awareness on reproductive health has also been cited as an issue that potentially diverts some community support for the structures.

### **Connectors and Dividers**

This section focuses on presenting connectors and dividers identified in focus groups and key interviews with community members. Some of the connecting elements include:

- The need for **social stabilization** felt by the community through the support of FH, in order to facilitate the return to agricultural activities remains a connector. Stabilization of the situation will thus enable community members to guarantee a stable subsistence income, which can promote social cohesion. Religious denominations and civil society remain essential connectors through their awareness of non-violence. They provide much more support to the project in the lessons on the developmental assets that the TPII project has brought to the community;
- Contrary to the elements reported in the previous scan, **drainage works and roads** become connectors because they allow the community to come together. Indeed, road rehabilitation is a work site that is unanimously agreed upon within the community, and in which the different members actively participate. This activity responds to the common need to have access to

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<sup>4</sup> CDC: Community Development Committee that is elected for a 5-year term. These committees are installed in all project sites and have the role of closely monitoring the activities of all projects that are implemented in their areas.

landlocked arable land and other community roads through infrastructure in good condition, but also to the creation of opportunities for community work to strengthen social cohesion and dissipate existing tensions between groups;

- The **weekly meetings of the VSLAs and the solidarity funds** become connectors because they allow members to assist each other in the social activities of the community. On the other hand, the fines set arbitrarily in these VSLAs become divisive due to a perceived lack of consultation in the design of internal regulations. Therefore, the interests of certain actors involved in the activities are called into question because of the lack of accountability and transparency, which leads to divisions within the community;
- **Search's listening clubs and non-violence awareness sessions** including participatory theater and mobile cinema activities were particularly noted as connecting elements within the community.

As for dividers, it was identified that:

- **FFW and CFW remain a divisive element in the community** as long as suspicions of corruption, unequal treatment and the feeling of exclusion of certain categories of the community persist. Young people still feel that they were not considered during recruitment as skilled labor (technicians). Moreover, this attitude felt on behalf of the youth accentuates social division at the community level according to ethnicity as there is a common sentiment that the majority of project collaborators are "foreigners";
- The **attitudes of local chiefs and CDC leaders** are seen as divisive by FGD participants due to the perception that such actors are often pursuing their own personal and non-community related interests.

## **Do No Harm: Opportunities and Risks**

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This section highlights the opportunities and risks to the project that the team must consider in order to ensure the project is upholding "Do No Harm" principles.

Among the opportunities for peace, this analysis highlights the need for greater accountability and communication from the companies responsible for the works, the CDCs within the FFW and CFW and the executive committees of the VSLAs. More transparent communication on the part of the consortium is a key element on which to build in order to alleviate tensions between the population and the project team, including local partners such as the CDCs or the VSLAs. Additionally, the misunderstandings that are occurring between certain functionalities of the FFW and CFW represent a risk factor at present because this scan indicates that suspicions of corruption, misappropriation, and the presence of fictitious persons in the list of beneficiaries remain significant. The roles of the CDC in the project and in the FFW/CFW system seem to be misunderstood by the community and state authorities and is an issue that needs to be addressed.

The lack of communication felt by the communities regarding the operation of the FFW system or delays in payment by FFW and CFW in project works remains a notable risk. Factors such as a specific organization distributing food to the community in Moba have caused some community members to question the FFW and have become a factor in demotivating the communities to participate in the project work. Indeed, the communities' lack of understanding of the system for targeting FFW beneficiaries and the partnership with CDC has negatively influenced their perceptions of the project. These perceptions threaten to have a significant influence both on the level of participation and involvement in the activities, the level of community ownership of the project, and ultimately, the restoration of a climate of peace in the region. There are INGOs that have presence in the area and contribute to teaching the community to denounce abuses in development actions. The presence of organizations such as the World Food Program

(WFP)<sup>5</sup> which distributes telephones and toll-free numbers, can be capitalized on to create a means of communication with FFW beneficiaries.

Changes in norms induced by family planning activities was also identified as a risk as long as each population group does not fully understand the considerable link between population growth and economic pressure. This resistance seems to be induced by a lack of understanding among men, women and young people about the value of family planning, leading to various interpretations that could lead to an increase in gender-based violence.

This scan also helped to recommend that the involvement of the authorities in the activities undertaken would provide an opportunity to bring people with conflicting views closer together, if they have current information on project activities and if their capacity for accountability is strengthened. Furthermore, increased involvement can potentially mitigate the power conflict with CDC presidents. Another key finding was that recruitment of young people remains a point of contention as some youth expressed that NGOs favor foreign workers despite them having the same background and skill set as the locals.

The conflict scan conducted back in October 2019 found evidence that the National Intelligence Agency (NIA) was responsible for several cases of abuse of power, such as arbitrary arrests and/or the collection of fines from potential defendants and as perpetrators of interference in family and customary affairs. This scan indicates that communities in Kalemie specifically perceive the NIAs as fulfilling their effective role in securing the illegal movement of vehicles suspected of food detour under the FFW, however, in Moba it was found that charges of abuse of authority remain.

Another aspect to note is the non-consumption of FFW by the Twa community due to their specific eating habits. As a result, the Twa sell their food after distribution, which in turn causes frustration among the non-beneficiaries.

## Recommendations

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On the basis of the analyses made, it appears that various recommendations should be brought to attention and addressed by the consortium partners in order to ensure the smooth running of the activities. These key recommendations are outlined below.

### **Redevelop the FFW/CFW Implementation Strategy to Enhance Positive Collaboration among Stakeholders:**

- Strengthen the understanding of FFW's activities by having a clear communication strategy regarding all stages of targeting (from the formalities with local authorities to the finalization of lists), the functioning of the system and the actors involved:
  - The proposed approach is to use radio messages, SMS messages, and posters in the intervention villages to disseminate information on the FFW activity and explain the criteria and modalities of targeting, the FFW agenda, etc. It's essential to involve local actors, including government technical services; traditional communicators; community leaders; and leaders representing different social groups (youth, women and individuals) in the sensitization and communication work;
  - The organization of a round table between the beneficiaries of the FFW, the CDC, the authorities and the consortium is recommended in order for these actors to have an

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<sup>5</sup> WFP: World Food Programme

- opportunity to exchange on the weaknesses and strengths of the current system; to find consensual solutions; and an opportunity for accountability of these structures;
- The final lists of FFW and CFW beneficiaries should be validated with community members, and not be limited to validation at the level of the targeting committees (composed of community leaders and authorities). Once the lists are finalized, it's important for the restricted consultation groups to validate these lists with members of the different groups according to gender, age and communities of belonging and vulnerabilities, followed by a general assembly, which provides for the participation of all community members;
- Strengthening the knowledge of non-FWW and CFW beneficiaries about the FFW system and targeting is recommended as it is important to monitor the perceptions of non-FWW and CFW households. The selection criteria may be misunderstood (or erroneous) by some households, and as a result may create tensions or exacerbate existing tensions within target communities such as the Twa.
- The restoration of trust between the CDCs, the authorities and the FFW beneficiaries is needed and can be aided by communicating to the beneficiaries and all state actors on the roles and responsibilities of the CDCs in the project. Given the existing tensions among several communities, the establishment of complaints committees should be considered with the inclusion of the different groups. Specifically, it is recommended that the establishment of these committees should not be carried out solely by community leaders or authorities, but rather through participatory mechanisms that involve the different groups, such as consultations with small groups representative of the community;
- The establishment of a community monitoring system for the operation of the FFW and CFW, as well as other partners such as the CDC and VSLA, through a joint committee including all categories of the community and consortium members. This monitoring committee can also contribute to ensuring the effectiveness of the FFW and CFW on the socio-economic situation of beneficiary households.

#### **Strengthen Existing Community Structures:**

- Strengthening the capacities of the VSLAs and CDCs through training on association management and governance in order to restore mutual trust between the executive committees and the members;

#### **Raise Awareness about Non-violence Messages and Gender Relations:**

- Organizing awareness sessions and outreach activities in the community conveying messages of non-violence, reproductive health, gender relations to mitigate the negative effects of changing norms;
- The establishment of a framework for mixed exchanges between the different categories of the community to discuss family planning topics in order to reduce prejudices about these activities. In order to strengthen the knowledge among men, women and youth on family planning activities awareness should be raised among the actors of these reproductive health activities, as well as on gender-based violence.

#### **Establish a coordination mechanism between consortium members:**

- Strengthening of the coordination mechanism with INGOs in the territories so that the interventions are coherent in terms of support and communication towards the beneficiaries. An integrated approach and coordination of the different interventions of the consortium members is necessary and would be helpful given the context described in this scan.

#### **Increase Youth Engagement:**

- Support joint projects initiated by young people, including utilizing the support of the consortium. A common project can be identified through a process of dialogue involving young people in order to contribute to fostering collaboration towards a common goal.

## Conclusions

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The work of the TPII project has contributed to a development momentum in Tanganyika province with a fairly considerable degree of community ownership. However, tensions induced by the FFW/CFW continue to exacerbate divisions in the community, mainly due to suspicions of corruption among CDCs, the perception that selection is linked to affinities, and the lack of rotation in carrying out the work. Additionally, the famine observed in the Kalemie area exacerbated tensions related to irrigation infrastructure that led to the destruction of crops in fields drained by the implementing company, a conflict that was exacerbated by poor project communication. This scan also found that tensions related to the VSLA structures continue to exist.

Future planning will need to be done in consultation with the entire community to better align the project's activities with their daily survival and local labor needs. Finally, the lack of targeted and transparent communication around project activities has had a direct impact on connectors and dividers, representing hindrances to social cohesion. The project team importantly does have room for addressing such tensions to contribute to restoring the communities' confidence in the works of the project. To do so, the project team must build on existing connectors and transform the dividers as an opportunity to be seized in order to Do No Harm, while also strengthening FFW's support in carrying out the work.

Therefore it's important that the project continues to carry out its activities in a conflict-sensitive manner by integrating the recommendations of this report. The structures supported and/or set up by the project require continuous monitoring so that internal dynamics do not constitute risks for the sustainability of the project. The constant sensitization of the community will allow us to mitigate rumors which are at the root of the mentioned misunderstandings outlined in this scan. Ultimately, to best ensure effective implementation of the remaining activities, it is essential to always push forward the "Do No Harm" approach which must be appropriate at all levels of the project to ensure that each project staff member is able to understand how their actions can affect the dynamics of the communities in a positive or negative way. Moreover, a conflict monitoring system will be put in place to permanently understand the evolution of conflict dynamics and to make the necessary programmatic adaptations based on this understanding.