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ISHR Stakeholder Mapping

for Cameroon, Central African Republic and
the democratic Republic of Congo

Submitted by

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List of Abbreviations

CAR Central African Republic

DRC Democratic Republic of Congo

ISHR International Society for Human Rights

CSR Corporate Social Responsibility

HRW Human Rights Watch

WHO World Health Organisation

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1. Introduction

1.1 Paper Background

Cameroon, the Central African Republic (CAR) and the Democratic republic of Congo (DRC) have experienced numerous crises resulting from conflicts within its borders and in neighbouring countries. As well as natural disasters and pandemics. As a result, there has been lots of human rights violations that have been recorded and many are unknown. The people of these countries and affected regions are in need of humanitarian assistance. In the case of DRC, it has been considered to have deteriorated with an increase in violence and conflict since 2017.¹ This is the same for Cameroon with the current Anglophone crisis and Boko Haram from the Far Northern Regions of the country. International and national not-for-profit organisations have been on the ground supporting people in need. They do face some challenges and have recorded successes in their work in collaboration with the governments and civil society.

1.2 Objectives of the study and rationale.

This Paper is a part of a month's desktop research project on stakeholder mapping for ISHR. It looks at the capacity and complementarity of local and international actors within the human rights spheres. It focuses on the power, influence and impact of the different actors. This information will guide ISHR in the creation of a long-term social media strategy as it extends its tentacles into French Africa. In addition, this paper gives a brief overview of each country, its current crises and organisations operating on the ground in their respective capacities. This study provides a stakeholder's registry of local, regional, national and international actors who are responding to the different crises in the different countries. This study shall further look at the interaction of the communities to social media platforms. In this sense this paper will serve as a fundamental tool in the creation of a social media strategy for French Africa. This research enables us to look into humanitarian issues briefly, social media trends and the different actors that exist within the different countries.

¹ Local Humanitarian action in the DRC

1.3 Structure and research approach

This paper is structured into five chapters with the following approach:

Chapter one introduces the purpose and structure of the paper. Chapter two lays out an over view of the current human rights situation in the various countries of focus which are **Cameroon**, The **Central African Republic** and the **Democratic Republic of Congo**. It further touches the different trends and tendencies when it comes to the use of the internet especially social media. It looks at the socio-economic factors. It begins with a brief country (Cameroon)profile, investigating its background on human rights, geographical location, population and political context.

Chapter three focuses on the methodology used in this paper, it concentrates on the definition of key terms of stakeholder analysis and the construction of internal and external stakeholders.

Chapter four discusses the strategies and recommendations on the different stakeholder, how the information can be used in supporting the social media strategy for ISHR and possible look out on the methodologies.

Chapter five gives a summary and conclusion and discusses the methodology. The research material used for this paper includes emails and telephone calls, official human rights organisations websites for information, some statistical portals, annual reports, brochures and presentations. Other sources for this paper are online articles, magazines, books and research papers.

2. Human Rights

2.1 Socio Economic Trends

Cameroon

Cameroon is a country that lies at the junction of western and central Africa. Its ethnically diverse population is among the most urban in western Africa. The capital is Yaoundé, located in the south-central part of the country.² Cameroon has a population of 26.88 million as of January of 2021, with equal percentage of males as well as females according to datareportal website. 57.8% of Cameroon's population lives in urban cities while 42.2% lives in the rural areas. French and English are the official languages, which are spoken by 70% and 30% of the population respectively. Spanish and German are equally spoken by a few city-dwellers. Cameroon is a secular state. Two major religions have followers; Christianity and Islam. Cameroon has more than 240 tribes which are found in three main ethnic groups; Bantus, Semi-Bantus and Sudanese. The number of local languages spoken in the country is more than 240.³ Cameroon currently suffers from crisis from the northern parts by Boko Haram and in the Northwest and South West region from the Anglophone crisis. There has been increase killings, destruction of property and torture by government forces. In addition, there has been kidnapping, torture, occupation of school by armed separatist groups. In regards to gender identity, Cameroon penal code, punishes sexual relations between persons of the same sex.⁴ The figure 1 below show the geographical location of Cameroon.

² Britannica.com

³ <https://www.prc.cm/en/cameroon>

⁴ Hrw.org

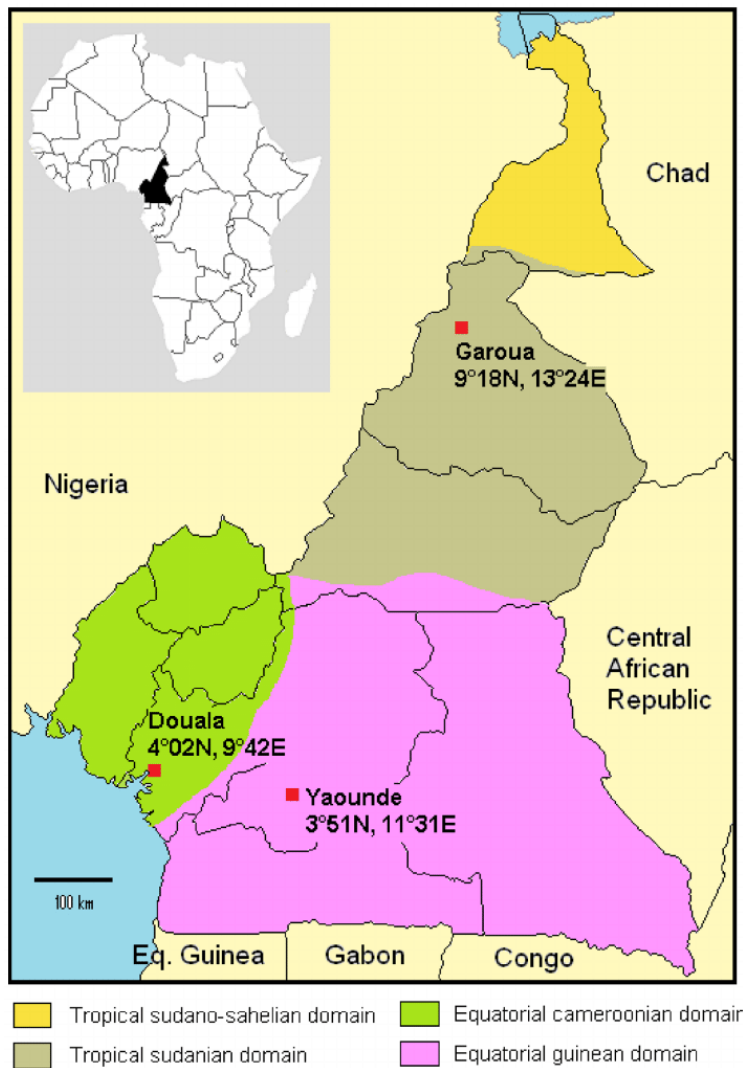


Figure 1 The Map of Cameroon

Source. Britannica.com

The Central African Republic

The Central African Republic is a landlocked nation within the interior of the African continent. It is bordered by Cameroon, Chad, South Sudan and the Democratic Republic of the Congo and the Republic of The Congo. Its Capital is Bangui. With a population of over 4.87 million as of January of 2021. 50.4% of the population is made up of females, while 49.6% of the population is covered by their male counterparts. 42.4 % of the population are located in the urban centres while 57.6% lives in the rural communities and are mostly the old and children⁵. Figure below provides a landscape

⁵ Datareportportal.com 13/02/2021

view of the country. There are more than 80 ethnic groups in the Central African Republic (CAR), each with its own language.

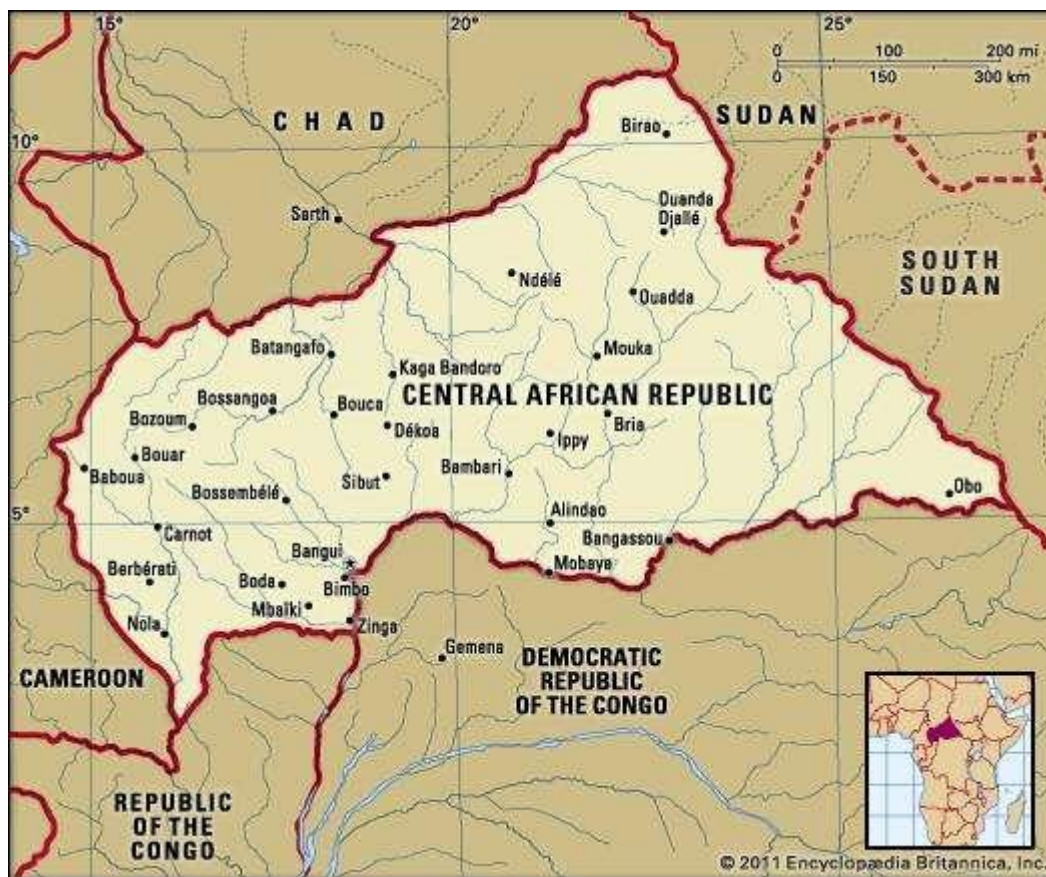


Figure 2 Map of Central African Republic

Source. Encyclopædia Britannica

The Democratic Republic of Congo.

Democratic Republic of the Congo, country located in central Africa. Officially known as the Democratic Republic of the Congo, the country has a 25-mile (40-km) coastline on the Atlantic Ocean but is otherwise it is considered a landlocked country. It is the second largest country on the continent; only Algeria is larger.⁶ Congo's rate of natural resources is amongst the highest in the world. More than two-fifths of the population is younger than age 15, with some three-fourths under age 30; on the other hand, only a small fraction of the population is 60 or older. There are over 200 ethnic languages

⁶ Britannica.com

spoken in the Congo. Communication has been facilitated by four national languages. Swahili, Tshiluba, Lingala and Kongo French.⁷

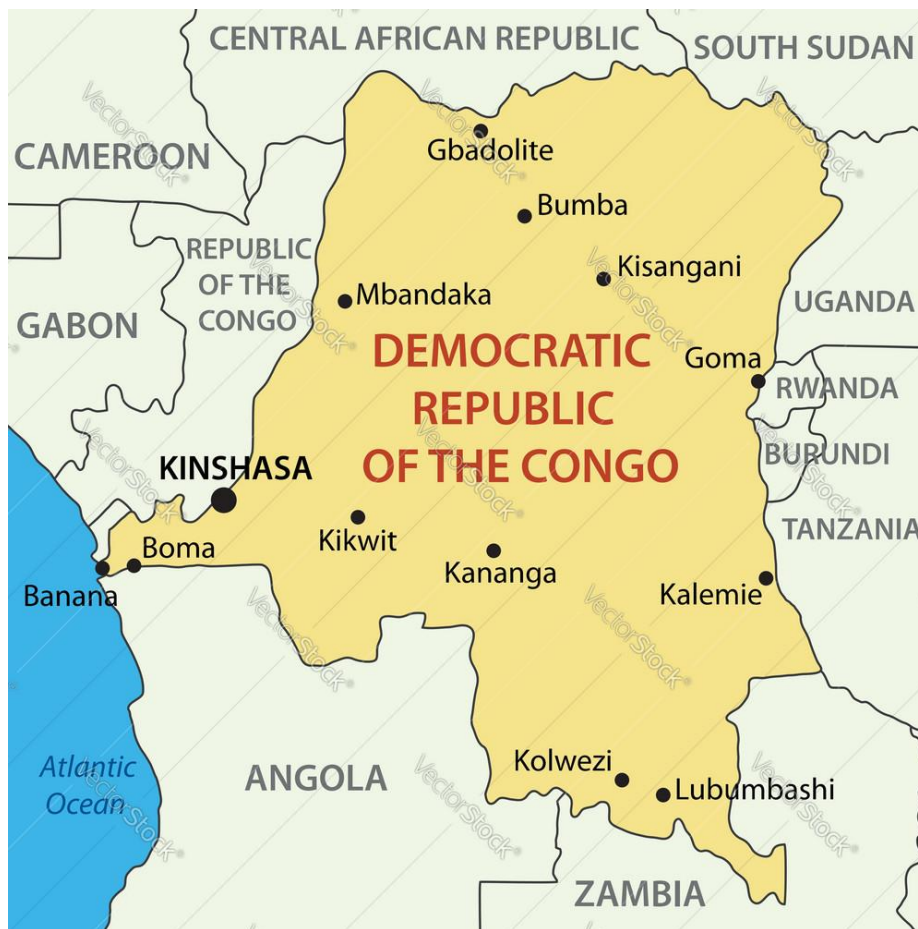


Figure 3 Democratic Republic of Congo

Source: Wikipedia.

2.1.1 Human Rights Trends with the countries

The **Central African Republic conflict** began in 2012 when the Seleka, a Muslim rebel coalition, attacked different cities in the country in order to overthrow the regime of President Franois Boziz . The main opposition group to the Seleka is the coalition known as Anti-Balaka, formed principally by Christian fighters.⁸ Over the years various armed groups have committed serious human rights abuses including unlawful killing, sexual violence and illegal taxation.⁹ Between February and October, the United Nations Multidimensional Integrated Stabilization Mission in the Central African

⁷ Britannica.com

⁸ Borgenproject.org

⁹ Amnesty.org

Republic (MINUSCA) recorded about 600 cases of violations of international human rights and humanitarian law, affecting at least 1000 individuals. Amongst the most serious security incidents, elements of the armed group Retour, Réclamation et Réhabilitation (3R), killed at least 40 people on the 21st May in several villages (Lemouna, Koundjiki and Bohong) in Ouham Pendé province. More than 30 people were killed on 25 December, as clashes erupted in PK5 neighbourhood of Bangui between armed elements and traders. In addition, humanitarian access still remains extremely difficult due to the insecurities. As of 31 October 2020, about 600 000 persons were internally displaced.

The **Democratic republic of Congo** has suffered from instability for over a decade, the lack of accountability on the part of the government has been a major challenge over the years. Freedom of expression, association and assembly are still a luxury in this country. The government in January of 2020 completely shut down the internet and banned several media outlets for over 20 days to stop the publication of unofficial elections. The right to education has seen some progress as the government introduced free primary education. However this gesture was hindered by poor planning, funding and lack of infrastructure. Indigenous groups have suffered the most as they were evicted from their lands without free and prior notification.¹⁰ More human rights, in the light of access to health care, according to the World Health Organisation at least 1680 people died from Ebola 5000 from measles and 260 from cholera epidemics. There has been lots of efforts made by the government and international organisation in the health sphere of the country.

As earlier mentioned, **Cameroon** faces three major crisis which had led to numerous human rights abuses and violations over the years. In the English regions of the country is the Anglo phone crisis and in the Northern regions, Boko Haram. Freedoms on expression and assembly in the recent past have shown to be for a chosen few. This freedom is mostly hindered by the ruling party and the government. Torture and other ill treatments against detainees were reported¹¹. Although the government took some steps to identify, investigate, prosecute and punish officials who committed

¹⁰ Amnesty.org

¹¹ Amnesty .org

human rights abuses, it did not do so systematically and rarely made the proceedings to the public¹². Disappearance has been reported in the previous years as government security forces were widely believed to be responsible for the disappearance of suspected anglophone separatist and political opponents¹³. The rights to health and education have affected the people of the NW and SW regions of the country. During the fights between the army and separatist groups there has been incidence of destruction of schools and hospitals. As of 31ST of December 2019 about 700000 people were internally displaced from the NW and SW regions. The Far North region recorded more than 270000 due to upsurge in attacks on inhabitants by armed groups related to the Boko Haram. In the second half of the year, around 50 localities were still deserted¹⁴.

2.2 Internet Trends with the countries

2.2.1 Cameroon

In Cameroon according to the digital portal there were 9.15 million internet users in Cameroon as of January 2021. The number of internet users in Cameroon increased by 1.3million (+16%) between 2020 and 2021. Internet penetration in Cameroon stood at 34% in January 2021. The government of Cameroon is pushing for better telecommunication facilities to meet its goal of an emerging economy by 2035¹⁵. According the 2019 budget, Cameroon ranged its telecommunication and post sectors at the 22nd position out of 59¹⁶. The figure below gives an overview on the usage of the different social media platforms within Cameroon. In Cameroon, the most widely used social media platform is Facebook, closely followed by WhatsApp. Pinterest, Twitter, Instagram, YouTube and Snapchat are also gaining steam in the digital media space in Cameroon though still a wide gap compared with the growing rate of Facebook and WhatsApp in Cameroon. Social media in Cameroon is increasingly being used for various reasons including work, entertainment, communication, business, education etc. According to stat counter, Facebook makes over 83.18%, followed after a large margin by Pinterest at 10.38%, twitter is at 3.93%, YouTube at

¹² Cameroon 2019 human rights report

¹³ Cameroon human rights report. P. 3 2019

¹⁴ Amnesty.org

¹⁵ Employment and strategy paper

¹⁶ Nkafu policy institute P. 12 2019

1.86%, Instagram at 0.5% and lastly LinkedIn¹⁷. This information is from users on desktop, mobile and tablet to access different social media platforms. Napoleon cat stats indicates that there are over 435900 Facebook users, 590200 Instagram users, 4015000 messenger users and 727900 LinkedIn users.¹⁸

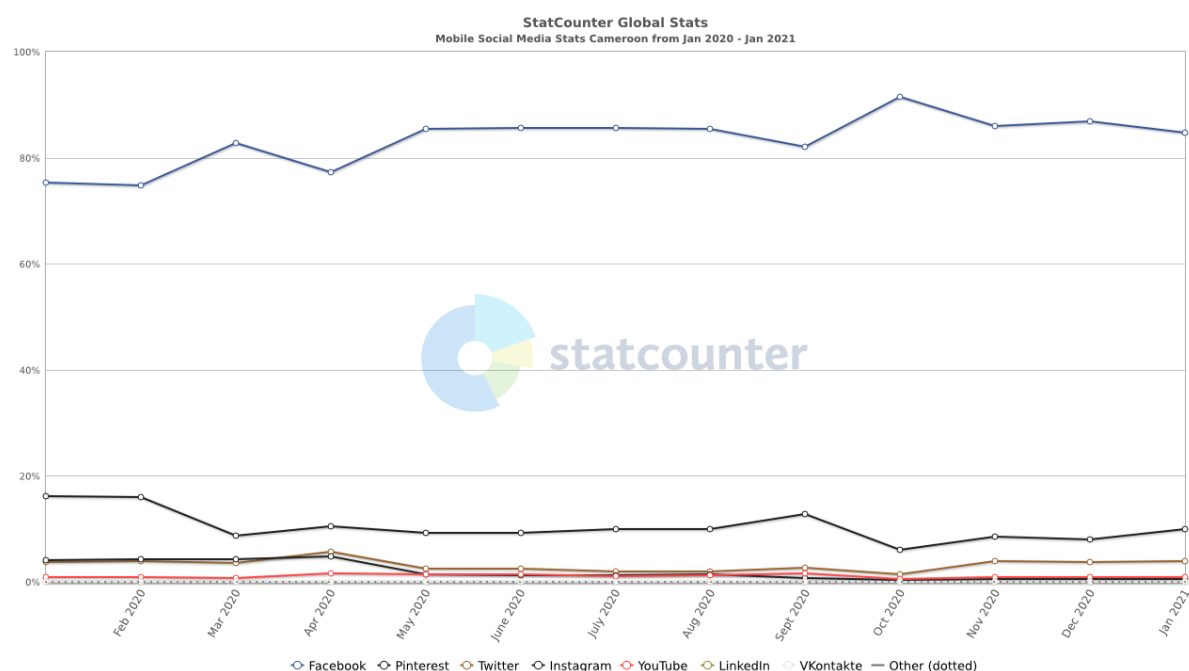


Figure 4 Social Media Statistics for Cameroon

Source: napoleon cat

Facebook is the most popularly used platform in Cameroon. Many people (both young and old, women and men) use it to communicate through messages, videos, pictures, drawings with their families, friends, colleagues and other loved ones. Facebook just like many other social media platforms is a two-sided coin that impacts on the population both positively and negatively. On a positive note, Facebook has been able to provide a platform for networking, for research, for business, for organisations and funders to connect as well as for distance learning. Going by statistics from Napoleon Cat on Facebook stat in Cameroon as of December 2019, there were 3. 650. 000 Facebook users in Cameroon, which accounted for 14.1% of its entire population. The figure below shows the demographic on gender use of Facebook in Cameroon. It

¹⁷ <https://gs.statcounter.com/social-media-stats>

¹⁸ <https://napoleoncat.com/stats/facebook-users-in-cameroon/2021/01>

indicates that more men use fakebook compared to their female counterparts. There were 4 359 000 Facebook users in Cameroon in January 2021, which accounted for 16.3% of its entire population. The majority of them were men - 57.6%. People aged 25 to 34 were the largest user group (1 620 000).

The highest difference between men and women occurs within people aged 25 to 34, where men lead by 200 00019.

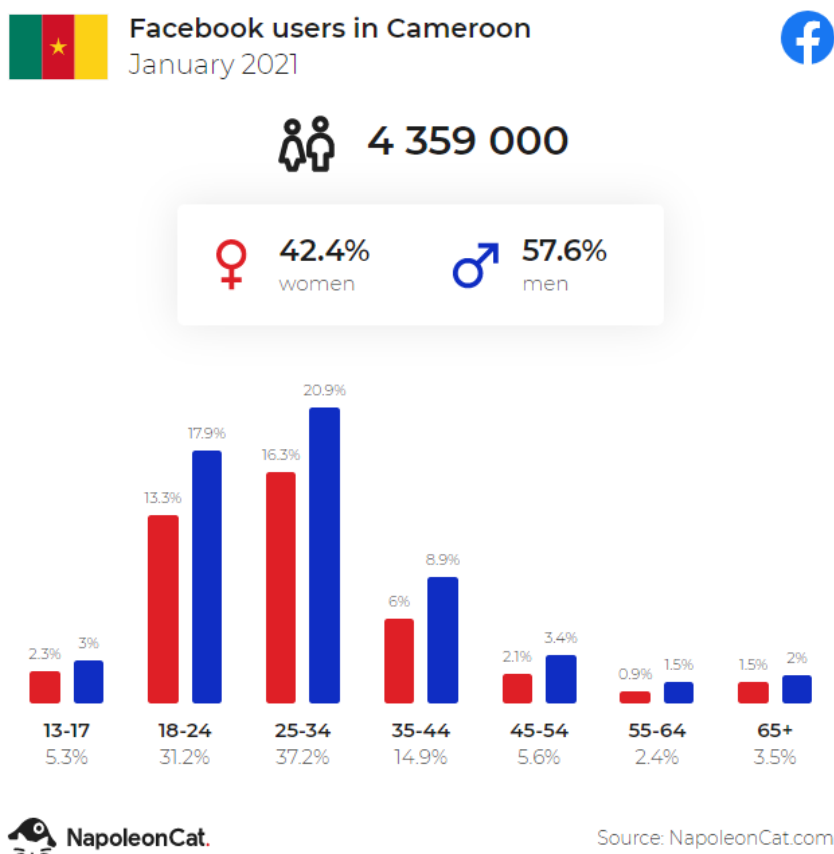


Figure 5 Male and Female use of Facebook in Cameroon

Source: NapoleonCat.com

Twitter is used in Cameroon but its usage is not as high as the above, this platform is more formal and has a straight to the point interface. Most government officials and celebrities, Institutions, NGOs, Entrepreneurs, government structures and other parastatals[8] such as CAMAIRCO, SONARA, CAMWATER, MTN Cameroon,

¹⁹ <https://napoleoncat.com/stats/facebook-users-in-cameroon/2021/01>

Orange Cameroon, Cameroon Tribune, etc²⁰ use this medium. Many youths don't engage on twitter chats because it has few words and you need to be objective in order to make a point. Twitter is generally used in Cameroon for campaigns and advocacies as well as a platform to share information like job opportunities and important updates on current socio-political and economic issues. Therefore, the tone of Twitter is more **formal, educative, informative, opportunity based** than provocative. Cameroonian youths find this platform boring compared to the others.

YouTube is also a common platform Cameroonians use and influences many sectors like news, music or entertainment, motivation, gaming and adverts. Cameroonians mostly use this to view other people's content and channels. It is only recently that we started having an increased number of Cameroonians as active **YouTubers** and YouTube content creators/producers.

LinkedIn is not widely used in Cameroon because it is mainly for professional networking, a platform where professionals meet employers and vice versa, and also because most young people do not know of the importance of connecting with like-minded people on the platform like Facebook. LinkedIn is among the social media platforms with the lowest traffic in Cameroon. The tone here is professional, **informative, educative** and **challenging**.

Mobile connections in Cameroon

There were 26.60 million mobile connections in Cameroon as of January 2021. The number of mobile connections in Cameroon increased by 2.6 million (+11%) between January 2020 and January 2021. The number of mobile connections in Cameroon in January 2021 was equivalent to 99.0% of the total population.

Note: many people have more than one mobile connection, so figures for mobile connections may exceed 100% of the total population.²¹

2.2.2 Central African Republic

There were 1400 thousand social media users in the Central African Republic in January 2021. The number of social media users in the Central African Republic increased by 20 thousand (+17%) between 2020 and 2021. The number of

²⁰ Defyhaten.org

²¹ <https://datareportal.com/reports/digital-2021-cameroon>

social media users in the Central African Republic was equivalent to 2.9% of the total population in January 2021. There are over 557.1 thousand internet users in the Central African Republic in January 2021. Internet penetration in the Central African Republic stood at 11.4% in January 2021.^{22,23}

Facebook

According to Napoleon cat statistics, CAR has over 142300 users Facebook users as of January 2021, which accounted for 2.8% of its entire population. The majority of them were men - 66.4%. People aged 25 to 34 were the largest user group (49 000). The highest difference between men and women occurs within people aged 25 to 34, where men lead by 15 000.

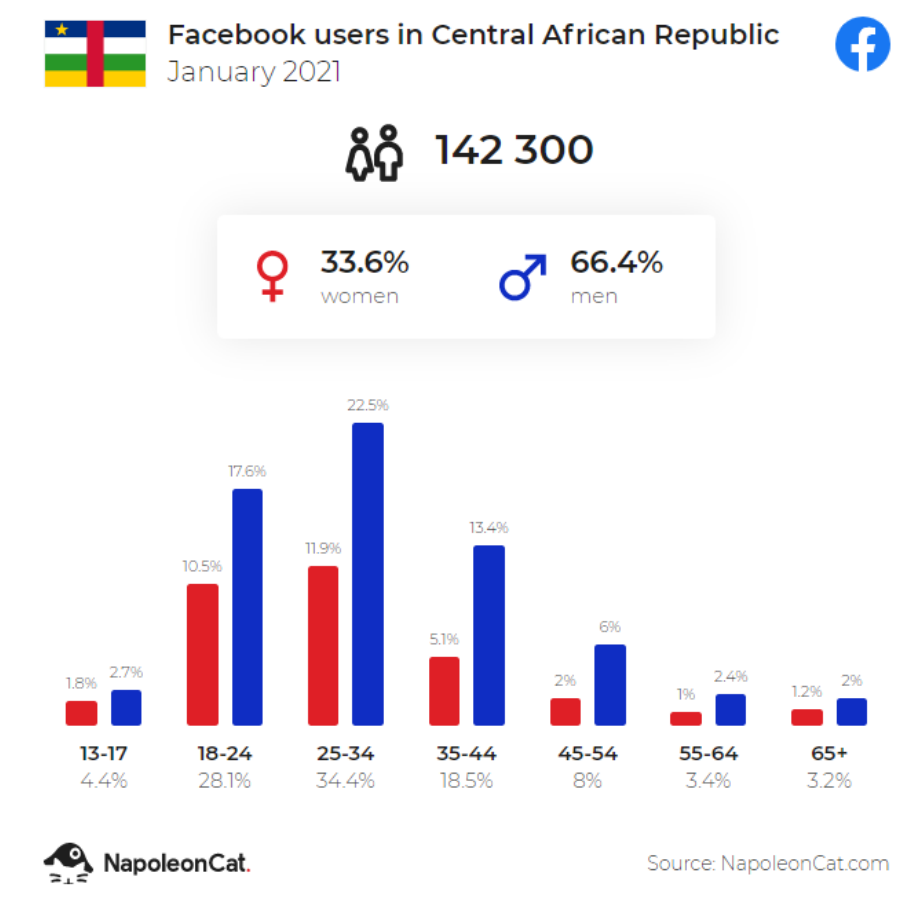


Figure 6 Facebook Central African Republic

²² <https://datareportal.com/reports/digital-2021-cameroon>

²³ <https://datareportal.com/reports/digital-2021-cameroon>

Source. Napoleon Cat

There were 7400 Instagram users in Central African Republic as of January 2021, which accounted for 0.1% of its entire population. The majority of them were men - 70.3%. People aged 25 to 34 were the largest user group (3900). The highest difference between men and women occurs within people aged 25 to 34, where men lead by 1700.

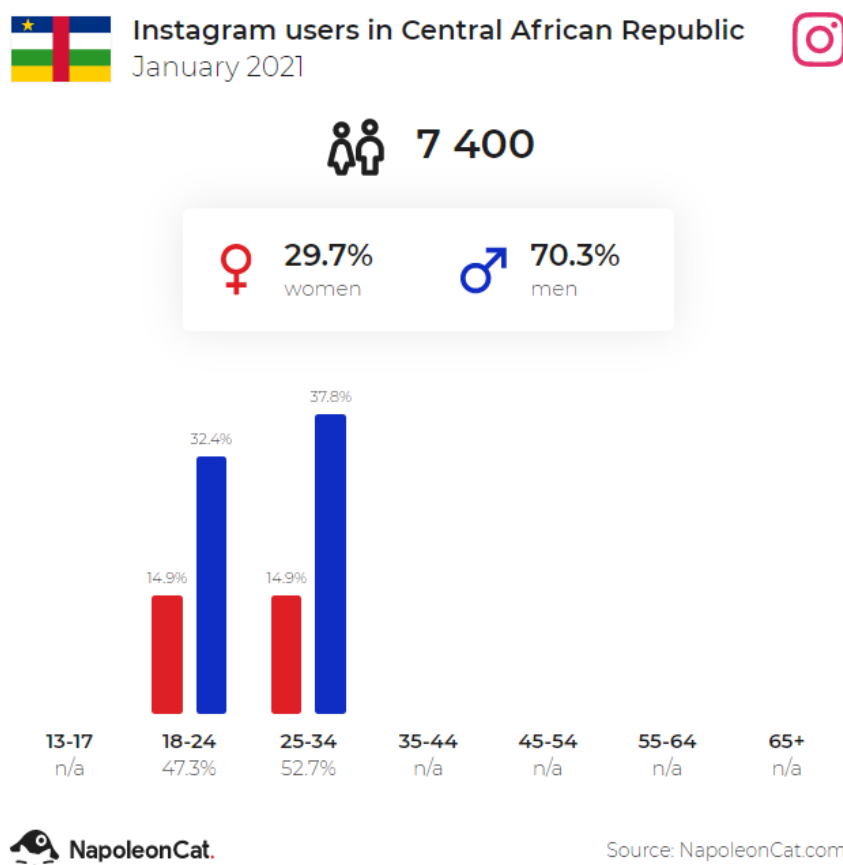


Figure 7 Central African User of Instagram.

Source: NapoleonCat.com

There were 135400 Messenger users in Central African Republic in January 2021, which accounted for 2.7% of its entire population. The majority of them were men - 66.7%. People aged 25 to 34 were the largest user group (47 000). The highest difference between men and women occurs within people aged 25 to 34, where men lead by 15 000. There were 28 120 LinkedIn users in Central African Republic in January 2021, which accounted for 0.6% of its entire population.

People aged 25 to 34 were the largest user group (19 000).

2.2.3 The Democratic Republic of Congo

There were over 21.14million internet users in the Democratic Republic of the Congo as of January 2021. The number of internet user in the Democratic Republic of the Congo increased by 4.8million, + 29 % between 2020 and 2021. Internet penetration in the Congo stood at 23.2%in January²⁴ 2021.

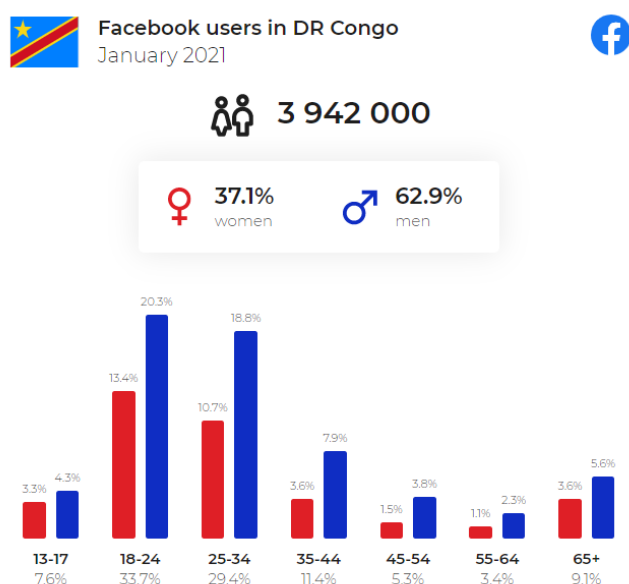
Facebook users in DR Congo

There were over 3,942,000 Facebook users in DR Congo in January 2021, which accounted for 4.3% of its entire population. The majority of them were men - 62.9%.

People aged 18 to 24 were the largest user group (1330000). The highest difference between men and women occurs within people aged 25 to 34, where men lead by 320 000. The figure below shows the usage of face based on age and gender.

Instagram users in DR Congo

There were 498 500 Instagram users in DR Congo in January 2021, which accounted for 0.5% of its entire population. The majority of them were men - 64.2%. People aged 18 to 24 were the largest user group (191 000). The highest difference between men and women occurs within people aged 25 to 34, where men lead by 50 000.



²⁴ Datareportal.com

Fig. 8 Facebook user in the DR Congo.

Source: NapoleonCat.com

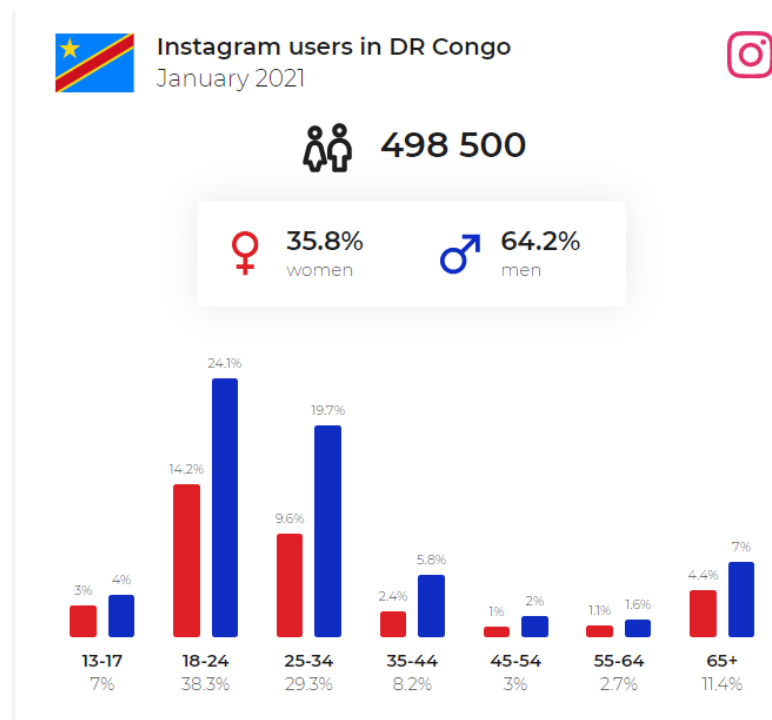


Fig 9 Instagram DR Congo

Source: NapoleonCat.com

3. Stakeholder Analysis

3.1 Stakeholder Analysis Methodology

Stakeholders: An individual, group or organization that may affect, be affected by or perceive itself to be affected by a decision, activity or outcome or a project, program or portfolio.²⁵ Stakeholders are divided into **internal** and **external** stakeholders. Identifying and analysing stakeholders which are affected or are affecting human rights will provide an overview on the impacts, motivation and potential risks that could be faced by the ISHR in the long term. Stakeholders are very influential personalities in civil society, public and private structures. We look at all of them and analyse specific challenges for HR monitoring.

3.2 Stakeholder Analysis process for Cameroon, CAR, the Democratic Republic of Congo.

3.2.1 Internal and External Stakeholders

The stakeholder analysis process commences with the identification of stakeholders. Through desk top research, recommendations and referrals. This is a process of identifying stakeholders, analyzing and documenting relevant information regarding their interest, impact, involvement and potential impact on human rights activities in the different communities where they are located.²⁶ The key benefit of this process is that it identifies the appropriate focus for the engagement of the stakeholders. The following factors were considered in identifying the organisations.

- Global, regional and local trends, habits and practices.
- Geographic location.

Expert judgement was also used as a technique for the identification of stakeholders. The expert used had expert knowledge on the politics and power structure of the various countries, the environment, culture and people. The stakeholder analysis results in a list of influential persons/institutions. It provides the relevant information such as the name of the organisation, their stakes, expectation and their attitudes

²⁵ Cf. PMBOK Guide, 2017, p.723

²⁶ Ibidem, p.503

which relates to their level of engagement to the research. Stakeholder stakes for this paper included.

Interest: These are those stakeholders who can be affected by the decisions related to the project's outcomes. Communities, families, youth group, traditional leaders and women and children.

Different stakeholders were selected both as internal and external. The figure below shows all stakeholders that were selected at the first stage. Internal mostly refers to stakeholders that are bound by geographical locations within the country while the external are those who carry out operations in other countries in the domain of human rights.

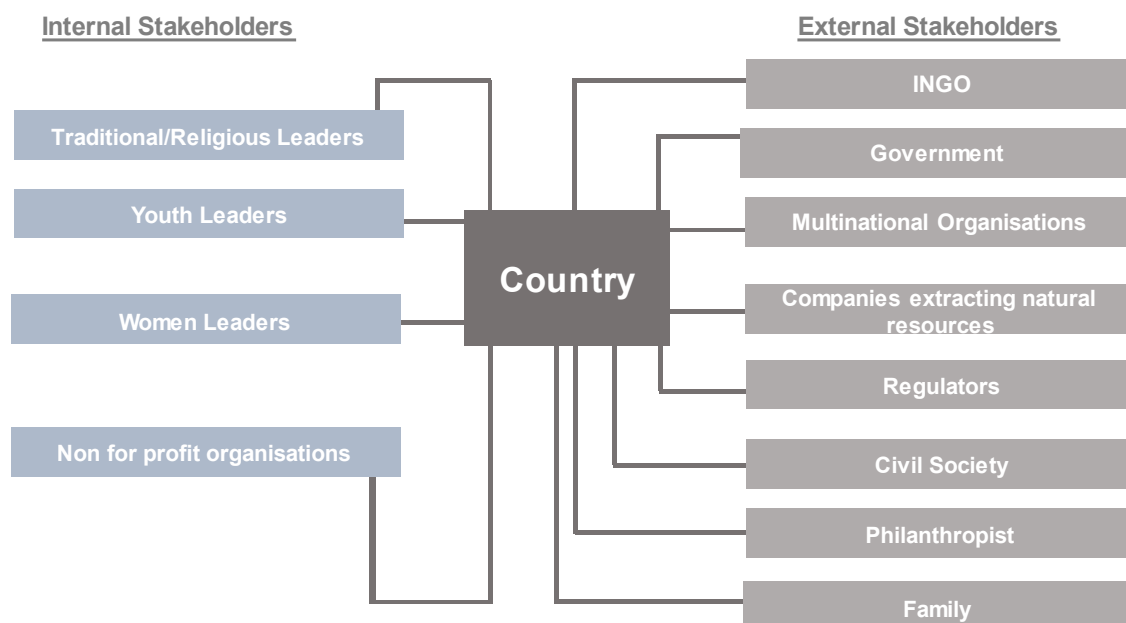


Figure 8 Internal and external stakeholders

Source: Authors own diagram following the, PMBOK, Guide 2017, p. 51

From the above-mentioned stakeholder's representation based on internal and external, they were further grouped according to their level of authority (power), level of concern about the human rights issues (Interest), and ability to influence or impact the current needs of ISHR.²⁷

²⁷ Cf. PMBOK Guide, 2017, p.512

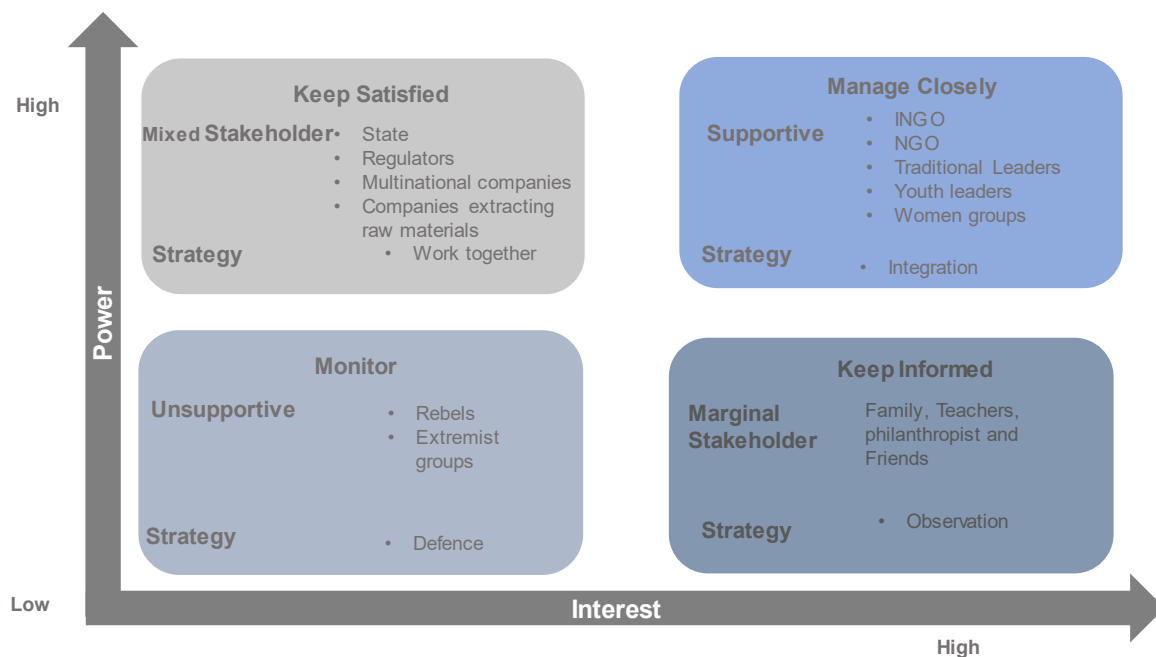


Figure 9 Power/Interest grid

Source: Author's diagram, with information from PMBOK Guide and Theuveb

The **X** axis indicates an increase in interest from low to high. The **Y** axis indicates an increase of power from low to high. Stakeholders with high power and high interest are considered top priority. The power interest grid shows that, the INGOs, NGOs, traditional leaders, youth leaders and women groups have high power and interest within the communities they operate. The strategy used in this category is integration. This requires some level of lobbying to enable these stakeholders to buy into objectives of the ISHR.

Stakeholders with high interest and low power are the state, regulators, multinational companies and companies extracting raw material from indigenous communities. The strategy here is to work together with them to push the human rights agenda forward especially in the long term and working in collaboration with ISHR. The stakeholders in this category were not easy to engage and to contact. Those with low power, low interest are rebel groups and extremist groups which really depends on the specific country and the type of crisis they phase. The strategy used for this category is defence. The last category is made up of stakeholders with high interest and low power. This group is made up of family, teachers, philanthropist and friends. They have high interest yet low power. The strategy here is to keep them informed. Table 1

below show the stakeholder analysis based on interest/expectation and influence and integration. They stakeholders are further divided into the internal and external stakeholder. Internal are those who are considered as local actors or organisations and external are international organisations or other foreign organisation that have both internal and external interest.

Table 1 Stakeholder analysis for interest/expectations and Influence and Integration

Stakeholder Analysis Cameroon, CAR, The Democratic Republic of Congo		
Internal Stakeholders	Interest/Expectations	Influence and Integration
Traditional Leaders	Good Assessment, commitment, long-term planning, integration into Humanitarian concepts, support development projects and empowerment.	High
Religious Leaders	Commitment, good assessment, sustainable communication, expert training, integration into Humanitarian Concepts	High
Youth leaders	Commitment, good assessment, sustainable communication, expert training, empowerment.	High
Women Leader	Commitment, good assessment, sustainable communication, expert training, enabling company culture where women can support human rights activities and advocate for themselves.	High
NGO, locally based	Committed, sustainable communication, long term goals and objectives.	Very high, restructure

External Stakeholders		
INGO	Committed, sustainable partnership, expert training	High
Government	Needs motivation, communication	High
Multinational Companies	Advocacy and awareness creation	High
Companies that Explore Natural resources within Communities	Advocacy and awareness creation	Low
Regulators	Advocacy and awareness creation	Low
Civil Society	Advocacy and awareness creation	Low
Philanthropist	Monitoring and partnership	Low
Family /Teachers	Advocacy and awareness creation	High

Source: Author's Diagram with information from Meier H, Train-the -trainer Manual.

3.2.3 Stakeholder Registry for Cameroon

The register provides a list of organization based on the different countries and their Impact, influence and interest with regards to the needs and expectations of the ISHR. In the Case of Cameroon, there are groups which already belong to other HR societies. Some have clustered together where the bigger organization support the younger or smaller organization in executing project to have stronger impact and well as power to influence policy. This might be true for the other countries. More research need to be done to be able to validate this statement.

Table 2 Stakeholder list for both internal and external stakeholders in Cameroon.

Stakeholder Register			
Cameroon			
Name of organisation (Internal)	Impact	Influence	Interest
NAMATI	High	Low	High
Afrique Justice	High	Low	High
EMIDA pour L'éducation dans la famille	High	Low	High
Gender Lenses	High	Low	High
WOMED Women on the move for eaul Development	High	Low	High
Collectif pour la Promotion Sociaale de la Femme CPSF	High	Low	High
Action Participatives pour le Developpment des peuples APAD	High	Low	High
Association Cameroonnaise de femmes Juristes ACAFJEJ	High	Low	High
Association au Coeur du Development ACDEV	High	Low	High
Association Camerounaise des Femmes Ingenieurs Agronomes	High	Low	High

Association de lutte contre les violences faites aux femmes ALVF	High	Low	High
Association Nationale des opérateurs du secteur informel pour la lutte contre la Pauvreté ANSOLILP	High	Low	High
Association pour la solidarité et le développement sans frontière ASDSF	High	Low	High
Action Centre for Rural Community Development	High	Low	High
Association pour le développement et la promotion de la Femme ADEPROFE	High	Low	High
Centre Féminin pour la Promotion de développement CEFEPD	High	Low	High
Centre Régional d'Appui et de développement des initiatives Féminines CRADIF	High	Low	High
Collectif des Femmes Entrepreneurs du Cameroun	High	Low	High
Collectif des ONG pour la sécurité Alimentaire et le Développement Rural COSADER	High	Low	High
Fédération des Femmes et des Jeunes du Cameroun FERAJOCAM	High	Low	High
Femme Santé Développement FESADE	High	Low	High
Foundation for Human Rights and Development FHRD	High	Low	High

Gender Club Univeristy	High	Low	High
Groupeement des Femmes d'Affaires du Cameroun GFAC	High	Low	High
Horizon Femmes	High	Low	High
INSER Action Sociales	High	Low	High
Intergarted Development Foundation	High	Low	High
Marche Mondiale des Femmes au Cameroun	High	Low	High
More Women in Politics	High	Low	High
Organisation des Femmes pour la Securite Alimentaire et de Developpement OFSAD	High	Low	High
Press June Developpment	High	Low	High
Reseau National des Associations des Tantin NATA	High	Low	High
Reseau sur L'ethique de Developpment REDS	High	Low	High
SOS Women	High	Low	High
Synergie et Developpment SYDE	High	Low	High
CHRDA	High	Low	High
CSO	High	Low	High
Ladies Cycle	High	Low	High
African Indigenous Women Association	High	Low	High
WOMED	High	Low	High
Eduaction for All in Africa	High	Low	High
Unique	High	Low	High
Mbonweh Womens Develeopment Association Cameroon	High	Low	High
Human Is Right Cameroon	High	Low	High
Commissud	High	Low	High

Academic and Career Development Initiative Cameroon ACADI	High	Low	High
Unique Child Initiative CIG	High	Low	High
Inter Faith Vision Foundation	High	Low	High
Amef	High	Low	High
Chameg	High	Low	High
Lukmef	High	Low	High
Educam	High	Low	High
Action for Humane Hospitals	High	Low	High
Action Humanitarian et Développement en Afrique AHDA	High	Low	High
ALVF	High	Low	High
Action pour un– Développement Equitable, integre et durable	High	Low	High
Association Camerounaise des Droits des Juenes	High	Low	High
Association for youth Justice and Peace	High	Low	High
Association for Humanitarian Action AHAYE	High	Low	High
Association of Human Rights and Torture Defenders	High	Low	High
Anna Nabuh Foundation	High	Low	High
I'm Human Org	High	Low	High
Names of External Organisations	Impact	Influence	Interest
Plan Internal	High	High	High
CARE	High	High	High
IRC	High	High	High
World Food Programme	High	High	High
Premiere Urgence International	High	High	High

United Nations Population	High	High	High
Intersos	High	High	High
French Development agency	High	High	High
Gobal Giving	High	High	High
SHUMAS	High	High	High
SOLIDARITES INTERNATIONAL aid Organisation	High	High	High
Association of UNESCO Volunteers	High	High	High

Source: Author's diagram, with information from internet and individuals

3.2.4 Stakeholder Registry for CAR

Table 3 Stakeholder Register Central African Republic

Stakeholder Register Central African Republic			
Name of Organisation (internal)	Impact	Influence	Interest
Assiciation LOC de Secours aux Femmes Enceintes et Orphelins ALSFE	High	low	high
Action Evaglique de Developpement Hoslistisque AEDHO	High	low	high
Communaute Economique et monetaire d'Afriaue centrale	High	low	high
Conseil inter ONG en Centrafrique	High	low	high
	High	low	high
Court de justice communautaire de la CEMAC	High	low	high
CCP	High	low	high
Groupeement des infirmiers Retraites de Bambari pour le Developpement	High	low	high
Les Messagers de la Croix	High	low	high

local Association of rescue for orphan and pregnant women	High	low	high
The central African for Education and Development	High	low	high
PISCI -ONG	High	low	high
Names of International Organisation External			
United Nations	High	High	High
Red Cross	High	High	High
Premiere Urgence	High	High	High
Coopi	High	High	High
Action FAIM	High	High	High
CARITAS	High	High	High
Norwegian Refugee Council	High	High	High
IPHD	High	High	High
IRC	High	High	High
AMI	High	High	High
IOM	High	High	High
Comite D'AIDE Medicale	High	High	High
TRIANGLE	High	High	High
Dannish Refugee Council	High	High	High
Mercy Corps	High	High	High
ACTED	High	High	High
CORDAID	High	High	High
Plan Intzernational	High	High	High

Source: Author's diagram, with information from internet and individual

3.2.5 Stakeholder Register for The Democratic Republic of Congo.

Table 4 Internal and External Stakeholder list for the Democratic Republic of Congo.

Stakeholder Register			
Democratic Republic of Congo			
Names of Organisations (internal)	Impact	Interest	Influence

Action Chrientienne pour le Development Integral	High	High	Low
Action Civique pour La Paix-ONG	High	High	Low
Action Contre L'Exclusion	High	High	Low
Action de Development Agricole	High	High	Low
Action de Jeunes pour le Development Communautaire et La Paix ADECOP	High	High	Low
Action des Volontaires Pour La Solidarite et le Dvelopemnt AVSD	High	High	Low
Action Fraternit et Solidarit des Couches Desherites AFSCD	High	High	Low
Action pour le Developpement Communautaire	High	High	Low
ADMERA	High	High	Low
AEDN	High	High	Low
Amis de la Prison	High	High	Low
Assistance aux prisonniers mara	High	High	Low
Association de Volontaires pour l'Encadrement des Vulnerables et Enfant non Acompagnes AVENEVA	High	High	Low
Association des Femmes Investiers pour la Rehabilitation et Lépanouissement AFI	High	High	Low
Association des Mamans et Enfant Defavourises	High	High	Low
Association pour les Femmes Min dans la main AFEMAC	High	High	Low
Alliance des Forces Democratique pour la liberation du Congo	High	High	Low
Centre de Re-education et D'Hebergement pour Enfants Desherites	High	High	Low

Centre de Vulgarisation Agro Forestiere et du Developpement Integre	High	High	Low
Collectif Des Associations pour le Developpement	High	High	Low
Congo Peace Center CPC	High	High	Low
Congo Reform Network	High	High	Low
Congolese Foundation for Human Rights, Democracy and Development	High	High	Low
Dynamique de lq Jeunesse Feminine Congolaise	High	High	Low
Elili Foundation	High	High	Low
Espoir Pour Tous	High	High	Low
FADES	High	High	Low
Femmes Associees au Developpement Rural	High	High	Low
Family Development Association	High	High	Low
Femmes en Action pour le developpement Integre du Congo	High	High	Low
Femmes et Education des Adultes	High	High	Low
Fondation de La paix mondiale R.D Congo	High	High	Low
Fountain of Hope for girls and women	High	High	Low
Forces de femmes pour la protection des Ressources Naturelles de la RDC	High	High	Low
Foundation Boluka R.D Congo Humania	High	High	Low
International Youth Center	High	High	Low
La Solidarite Pour le Personnes Handicapes	High	High	Low
Messagers de la Paix au Congo	High	High	Low
Securite et Loebertes pour le Developpement	High	High	Low
Secuirte Alimentaire des Catractes	High	High	Low
Union des femmes deplaces de guerre	High	High	Low

Women of Africa	High	High	Low
Youth Action for Positive Change.	High	High	Low
Names of Organisations (External)			
Catholic Agency for overseas Development	High	High	High
International Committee of the red Cross	High	High	High
IRF	High	High	High
CAFOD just one world	High	High	High
Oxfam	High	High	High
CARE	High	High	High
action aid	High	High	High
Save the children	High	High	High
ICVA	High	High	High
United Nations	High	High	High

Source: Author's diagram, with information from internet and individuals

4. Mapping Results and Recommendations

4.1 Stakeholder Register

Based on research, a stakeholder register was created which will be considered a life document which will be updated based on the needs of the ISHR.

4.2 Social Media Canvas Proposal.

Figure 13 below is a sample social media canvas to support the creation of a social media strategy for ISHR. It gives a complete over view of a starting point which are the objectives and the end point achieving the set goals. This canvas will require a brainstorming session which will lead to the development of a communication plan, which is suggested below.

Social Media Marketing Canvas for ISHR


Objectives	Where are we now?	Core Brand Value	Competition	Target Audience
1 Top 3 business objectives 9 	Brief SWOT analysis in the context of top challenges faced in meeting objectives 4	Compelling position statement of your brand and the value it offers. 5	Top 3 competitor 6	Top 3 Customer segments and 2-3 customer personas per segment 2
Key Metrics Content Marketing Paid Advertising Design Marketing Technology People etc, 8		Time Line Broad outline of 1week, 1 month, 3months, 6 months, 1 year marketing campaigns. 7		Channels Path to customer 3
Business focus			Customer focus	

Figure 10 Social Media Canvas for ISHR

Source. Authors diagram with information from the internet.

4.3 Communication Management plan proposal

The table 2 below provides a self-explanatory communication plan which can be adapted on need bases. This just provides an overview of communication frequency. This model can also be tested for its outcomes and efficiency and constantly updated.

Table 5 Proposed Social Media Communication Plan

Stakeholder	Communication Methods	Frequency	Responsibility	Notes
Key Stakeholders	Initial kick off meeting	Start of social media communication	PIRON office	Recommendations from both team and client meeting recommendation based on needs
	Email	On going based on topics of interest	Project Coordinator	Include key deliverable, meeting minutes, change request and issues.
ISHR Executive	Meeting with client	Could be monthly, this is on need base. Time ()	Project Manager or social media manager	Review status, milestones met, earned value indicators and issues with engagement or traction on the different social media platforms.
PIRON	Status meetings, status report per email or had copies	Weekly meeting on updates. Time ()	Project or social media manager	Review memberships, new members, client expectation management.
ISHR Mangers	Newsletter	Weekly Updates (Need Based)	Project or Social media Manager	Promote news letters on other professional platforms.
ISHR/key stakeholders and PIRON	Client Satisfaction	Monthly End of each phase.	Project or Social media Manager	Informal(monthly) Formal Lessons learned register updates Stakeholder status updates. Change request updates.

Source: Author's Diagram with information from Meier H, Train-the -trainer Manual

5. Conclusion

5.1 Summary and methodological reflection

This paper was focused mostly on the identification of key stakeholders within Cameroon, CAR and DRC. Desktop research was the main tool and a couple of interviews. Interviews were finally eliminated in the process as very few organisations understood the essence of the study and questions their added value if they do provide certain information. It was noticed that there are a lot of grass root organisation within the countries that carry out small scale activities but are not noticed as they do not work under a larger umbrella organisation. This could be a great opportunity for the ISHR to introduce membership options and other incentives for the long-term for the grass root organisations.

It is clear that there is the effect of the sinking space amongst the organisation. This implies that there are lots of local organisation doing either the same or similar activities which makes it challenging to have access to funding and impact measurement. Some organisations are actually there to check the boxes and leave, which is does not support the communities to be resilient when they leave. Under the ISHR, this gives these organisations a bigger network and access to collaboration.

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Appendix

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