

# **Dialectics of Economic Inclusion and Global Openness in the Democratic Republic of Congo**

SENGA Matabaro<sup>1,2,3</sup>

<sup>1</sup>Ph.D student at the University of Burundi, **Burundi** 

<sup>2</sup>Researcher at the university center for economic and social research and development, CURDS

<sup>3</sup>Assistant-Lecturer at the Goma College of Education, ISP-GOMA **DOI -** http://doi.org/10.37502/IJSMR.2025.8307

#### Summary

This study examines the relationship between economic inclusion and global openness in the Democratic Republic of Congo (DRC), focusing on how economic openness can drive inclusive and sustainable growth. Using a qualitative methodology, it analyzes public policies, institutional reports, and case studies to assess the integration of marginalized populations. Findings indicate that, despite initiatives promoting financial access and labor market participation, deep inequalities persist due to weak governance and inadequate infrastructure. In 2021, the DRC ranked 179th out of 191 in the Human Development Index, with 87.7% of its population living on less than \$1.25 per day and only 13% of women in the National Assembly, reflecting severe socio-economic disparities. However, strengthening inclusive entrepreneurship, improving financial accessibility, and fostering public-private partnerships appear as viable solutions. The study highlights the importance of structural reforms and targeted strategies to enhance the benefits of economic openness and ensure sustainable economic inclusion. By addressing governance challenges and investing in infrastructure, the DRC can better leverage globalization to reduce inequalities and promote long-term development.

Keywords: Economic inclusion, Global openness, Public policies, Inequalities

#### 1. Introduction

Economic inclusion and inclusive global openness are fundamental issues for flourishing and sustainable development. In Europe, these issues are conceived from the perspective of social cohesion and the reduction of economic inequalities. Studies on this issue such as [1], [2], [3], show that globalization leads to an intensification of economic exchanges, but also widens disparities between regions. The European Union has put in place convergence policies aimed at strengthening the integration of less developed economies through structural funds [4], [5], [6]. Nevertheless, gaps persist between Western and Eastern countries, particularly in terms of access to economic opportunities and financial inclusion.[7].

In America, particularly in the United States and Latin America, economic openness has led to contrasting transformations, where according to[8], while trade liberalization has promoted economic growth, it has also increased social inequalities, particularly in Latin America where a large part of the population remains excluded from the benefits of globalization[9], [10]In the

United States, the expansion of technology and the digital economy have increased financial inclusion, but have also led to a precariousness of employment in certain sectors.[11]The question of economic justice and redistribution policies therefore remains central in this region.[12]. In Asia, economic integration has seen spectacular momentum, particularly in emerging economies such as China and India. According to [13], China has managed to significantly reduce poverty through openness policies combined with internal structural reforms. India, for its part, has promoted inclusive entrepreneurship through microfinance programs and initiatives to digitalize financial services.[14] However, these countries face challenges in wealth distribution and equitable access to economic opportunities, particularly in rural areas.[15].

In Africa, economic openness has accelerated in recent decades, notably through regional integration and foreign investment. However, economic inequalities remain marked, due to weak infrastructure and often inadequate regulatory frameworks.[16]Inclusive finance is a driving force in reducing inequalities, but its impact remains limited by institutional and structural factors.[17], [18]In the DRC, economic policies attempt to reconcile openness and inclusion, but challenges related to governance and corruption hamper these efforts.[19]The rise of new technologies and mobile banking, however, represents a promising opportunity to improve access to financial services and promote more equitable growth.[20].

Inclusive economic development [21] embodies the ideal of a society where every individual, regardless of their origin or situation, is recognized in their full dignity and has the opportunity to contribute to collective prosperity. It represents a concrete manifestation of our commitment to social justice and human solidarity, which goes beyond the barriers of selfishness and individualism. With an economic environment culture that promotes inclusion, we aspire to create a society where the fruits of growth are shared equitably, where everyone has access to development opportunities and where no one is left behind. It is a quest for meaning that goes beyond the simple accumulation of material wealth, to embrace the deeper richness of human diversity and personal fulfillment.[22], [23].

Inclusive economic development is thus much more than a strategy for economic growth; it is an affirmation of our common humanity and our responsibility for present and future generations. It is a call for social and cultural transformation, for the creation of a society where the values of compassion, solidarity and mutual respect guide our actions and shape our common destiny.[21], [24].

The main objective of this paper is to analyze strategies for fostering social and economic transformation by promoting inclusive policies and solidarity-driven initiatives. Specifically, it aims to assess the impact of economic inclusion programs on reducing inequalities, enhancing access to opportunities, and increasing participation in shared prosperity, regardless of individual background or socio-economic status. In this logic of idea, the paper aims to inspire a collective vision of a future where the economy is not simply an engine of growth, but an instrument of social justice and integral human development. It invites us to question the traditional paradigms of economic growth and to embrace a holistic approach that recognizes the intrinsic dignity of each individual and the collective responsibility towards present and future generations.

# 2. Theoretical Analysis on The Inclusive Economic Development and Openness to The World

Copyright © The Author, 2025 (www.ijsmr.in)

In our quest to understand and transform a more just and prosperous future, humanity is confronted with a fundamental moral imperative: that of economic development that transcends borders and exclusions, and instead embraces human diversity in all its richness and complexity. Inclusive Economic Development and openness to the world represent essential pillars of this vision, where equity, solidarity and international cooperation guide our actions and aspirations. Through theoretical and analytical analysis, we are invited to explore the complex dynamics that underlie this quest, to deconstruct conventional paradigms and to give voice to often overlooked perspectives. Integrating analytical rigor with a deep reflection on the ethical principles that underpin our commitment to a more inclusive world, this exploration invites us to rethink our traditional conceptions of economic growth and global interaction, to shape a future where prosperity becomes truly shared and where each individual finds his or her place in the complex tapestry of humanity.

# 2.1. Principles of Economic Equity "Economic Inclusion Policies"

Identify and implement economic policies that promote the inclusion of all segments of society, particularly marginalized groups such as women, ethnic minorities, persons with disabilities and rural populations. This may include measures such asthat equitable access to education and vocational training, as well as affirmative action policies to promote the employment of disadvantaged groups. The Principles of Economic Equity embody the quintessence of a moral vision of society, where justice and compassion guide our economic actions. At the heart of these principles is the recognition of the intrinsic dignity of every human being and their inherent right to a life of dignity and prosperity. In this vision, economic equity is not simply a matter of the fair distribution of wealth, but an expression of our commitment to the common good and to living well together. It is an affirmation of our moral responsibility towards other members of society.[25], [26], especially those most vulnerable and marginalized by life circumstances.

Principles of Economic Equity [27], [28] call on us to transcend individual interests and adopt a broader perspective, that of the human community as a whole. They invite us to view every economic transaction, every tax policy, and every investment decision through the prism of social justice and the common good. Beyond the simple redistribution of wealth, the Principles of Economic Equity challenge us to question the structures and institutions that perpetuate inequality and exclusion. They encourage us to reflect on the origins of these inequalities and to act proactively to correct them, by promoting equitable access to economic opportunities and strengthening social safety nets to protect the most disadvantaged.[29], [30], [31]. Finally, the Principles of Economic Equity remind us that the true wealth of a society is not measured only in terms of gross domestic product, but in terms of the well-being and quality of life of all its members. They encourage us to view the economy as a means to the service of humanity, rather than as an end in itself, and to work to create a world where economic justice and solidarity are the cornerstones of our common prosperity.

In the Democratic Republic of Congo (DRC), various initiatives illustrate efforts to promote economic inclusion for marginalized groups, such as women, ethnic minorities, persons with disabilities, and rural populations. The Projet d'Appui au Développement des Micros, Petites et Moyennes Entreprises (PADMPME), funded by the World Bank, supports women and young entrepreneurs through financial aid, capacity-building, and market access, fostering gender equality in business [32]. Similarly, the Programme National d'Appui aux Artisans et Petites

Entreprises (PRONAAPE) helps artisans and small businesses in rural areas by facilitating financing and training, reducing market entry barriers [33]. To address gender disparities, the government has introduced affirmative action policies to increase female representation in politics, with women now holding 13% of National Assembly seats [34]. Additionally, the Projet d'Accès et d'Amélioration de la Qualité de l'Éducation (PAAQE), supported by international donors, enhances educational infrastructure and provides scholarships for disadvantaged students, improving vocational training for youth and persons with disabilities [35]. Social protection measures such as the Programme de Filets Sociaux de Sécurité (PFSS) offer direct financial aid to vulnerable households, particularly in conflict-affected areas, strengthening economic resilience through cash transfers and community projects (Banque [32]. These initiatives demonstrate the DRC's ongoing efforts to implement the principles of economic equity by fostering inclusive growth and reducing structural inequalities.

#### 2.1.1. Promoting Universal Entrepreneurial Development

Encourage the development of businesses owned by underrepresented groups and create an environment conducive to their growth. This may involve initiatives such as mentoring programs, increased access to financing and tax policies that support small businesses. The Fostering of Universal Entrepreneurial Flourishing reflects the deep belief in the ability of each individual to express their creativity, realize their potential and contribute to the collective wellbeing through entrepreneurship. At the heart of this vision lies the recognition of entrepreneurship as a vector of autonomy, emancipation and self-realization, transcending the social and economic limits imposed by circumstances.

According to[36], It is important to emphasize that the idea of creation does not always come from the group concerned and that the prior existence of the group favors the preference for collective entrepreneurship. In addition, the group favors the collection of local collective savings to finance the project, which highlights the importance of solidarity finance in the projects of women's groups that also include, subsequently, men. In this perspective, entrepreneurial development becomes much more than a simple commercial enterprise; it embodies a quest for meaning and an expression of individual freedom. It is an affirmation of the individual's capacity to create, innovate and transform his environment, in a constant dialogue between his personal aspirations and the needs of society. The Promotion of Universal Entrepreneurial Development is based on several principles, namely:

- Human dignity and autonomy: It recognizes the intrinsic dignity of each human being and their innate capacity to flourish and contribute to the common good through entrepreneurial activity.
- Social Justice and Equal Opportunity: It aims to create an environment where everyone, regardless of their background or socio-economic status, has equal access to the resources, opportunities and support needed to undertake. These ideas are really not far from [37], [38], [39].
- Social and solidarity responsibility [40]: It promotes conscious and responsible entrepreneurship, anchored in values of solidarity, sustainability and respect for the interests of the community.
- Creativity and Innovation: It encourages creativity and innovation as drivers of progress and development, encouraging individuals to push the boundaries of knowledge and practice in pursuit of their entrepreneurial vision.[41].

Resilience and continuous learning: It recognizes that entrepreneurial growth is a journey marked by challenges and setbacks, but also by opportunities for personal growth and social transformation.

By promoting the Promotion of Universal Entrepreneurial Flourishing, we aspire to create a world where each individual is encouraged to follow their vocation, express their creativity and contribute to building a more just, dynamic and united society. It is a bold and inspiring vision, which celebrates human diversity and the richness of our common aspirations.

#### 2.1.2. Commitment to Building Sustainable Community Bonds

Recognize the importance of social infrastructure such as healthcare, transportation, and affordable housing in promoting economic inclusion. Investments in these areas can help reduce inequality by providing equal opportunities to all members of society. The gap between the rich and the poor can be analyzed from a philosophical perspective to define the economic inclusion of a society. Indeed, within the framework of this reflection, several philosophical concepts and principles can be invoked to argue in favor of this position.[42].

According to the principles of distributive justice (social equity theory), every individual should have equal access to the resources essential to a dignified life. A significant gap between rich and poor often means that the distribution of resources is not equitable. Consequently, the economic inclusion of a society can be judged by its ability to reduce this gap and ensure a more equitable distribution of wealth and opportunities.[43], [44].

Excessive economic inequality can also undermine the sustainability of economic growth. When wealth is highly concentrated in the hands of a small fraction of the population, aggregate demand can be constrained because low-income households tend to consume a larger proportion of their income. This can result in insufficient aggregate demand to support robust long-term economic growth. According to utilitarianism (economic opportunity) theory [43], [45], the happiness and well-being of each individual is important. An excessive gap between the rich and the poor can compromise the overall well-being of society by creating unfair disparities and limiting access to the resources needed to lead a satisfying life. Thus, reducing this gap can be seen as a measure aimed at increasing collective happiness and well-being.

Social solidarity, which is based on the principle of mutual responsibility and mutual support within society, can be compromised by significant economic inequalities. An excessive gap between rich and poor can undermine the sense of solidarity by creating social divisions and tensions. Therefore, promoting economic inclusion can be seen as a moral imperative to strengthen solidarity and social cohesion.

Human dignity, which posits that every individual deserves respectful and equal treatment, is often violated in societies where the gap between rich and poor is very pronounced. When some people have disproportionate access to resources and opportunities, this can lead to the marginalization and degradation of the dignity of disadvantaged individuals. Thus, reducing this gap is necessary to ensure respect for the dignity of all members of society. In short, in developments such as distributive justice, utilitarianism, social solidarity and human dignity, it is possible that the gap between rich and poor is a crucial factor in defining the economic inclusion of a society. Reducing this gap is not only an economic issue, but also a matter of social justice, collective well-being and fundamental respect for human dignity.

# 2.1.3. Harmonious Inclusion in the Global Economic Fabric

Develop strategies to equitably integrate national economies into the global economy, ensuring that the benefits of globalization are distributed fairly. This may involve establishing trade and investment policies that support domestic industries while promoting access to global markets [46].

# 2.1.4. Strengthening the Human Solidarity Net

Establish robust social safety nets to protect individuals from economic risks, such as unemployment, illness or old age. This may include programs such as child benefits, unemployment insurance and retirement pensions. The strengthening of the Human Solidarity Net is a manifestation of the essence of humanity in its perpetual quest for compassion and justice. By embracing this approach, society recognizes the intrinsic value of each individual and commits to preserving their dignity and well-being. This net symbolizes the intertwining of social bonds, woven by a collective awareness of responsibility towards the most vulnerable. In philosophical language, this fortification can be interpreted as an act of expression of social morality, where solidarity transcends the boundaries of the ego to embrace the unity of humanity. It is an affirmation of our capacity to transcend our individual interests in favor of the common good, thus embodying the ideals of distributive justice and fraternal solidarity. By strengthening this net, society erects a bulwark against the vicissitudes of existence and establishes the foundations of a resilient community, founded on principles of compassion and mutual support [47], [48].

# 2.1.5. Continuous Awakening and Personal Enrichment Through Learning

Investing in lifelong learning and training to enable individuals to adapt to economic and technological change. This may include retraining programs, continuing education opportunities, and policies to make education more accessible to all [49], [50]. Continuous awakening and personal enrichment [51] through learning represent a fundamental quest of the individual towards the fulfillment of his intrinsic potential. In this philosophical perspective, learning becomes the vehicle through which the human soul explores the vast horizons of knowledge and understanding. It is an inner and outer journey, where each encounter with knowledge expands the boundaries of individual and collective consciousness.

Continuous awakening, in this view, is a process of progressive enlightenment, where the individual frees himself from the chains of ignorance and complacency to embrace the light of truth and wisdom. It is an invitation to transcend the limitations of thought and embrace the diversity of perspectives, in a constant effort of growth and expansion of the mind.

Personal enrichment comes from this awakening, because it represents the rooting of the individual in his own authentic being, nourished by the fruits of continuous learning. It is a process of self-transformation, where each new acquisition of knowledge and each lived experience shapes the identity of the individual and enriches his understanding of the world around him.

# 2.1.6. Promotion of Fair Trade and Global Harmony

Promoting fair trade relations between countries [52] and encouraging international cooperation to address global economic problems. This may include efforts to reduce trade barriers, promote technology transfer to developing countries, and support sustainable economic

development globally. In other words, fostering fair trade and global harmony embodies humanity's aspiration to transcend artificial divisions and promote a world order based on justice and cooperation. From another perspective, this endeavour represents a call to recognize the profound interconnectedness of all beings and to embrace universal solidarity as the guiding principle of our interactions.

Fair trade reflects an ethical vision that values the dignity of each individual and seeks to eliminate unjust disparities that hinder human development. It is a commitment to the equitable redistribution of resources and opportunities, in order to create an environment where everyone can prosper according to their abilities and aspirations.[53]. Global harmony, on the other hand, transcends geographical and cultural boundaries to embody the ideal of peaceful and respectful coexistence among all peoples and nations. It is a recognition of diversity as a source of richness and creativity, and a call to cultivate relationships based on mutual understanding, respect for differences, and the search for concerted solutions to common challenges. Together, the promotion of equitable exchanges and global harmony represents a holistic vision of social justice and world peace, rooted in an ethical conscience that recognizes our responsibility to future generations and to the global community as a whole. It is a call to transcend selfish interests and work together to create a world where human dignity is respected, justice prevails, and peace is sustainable.

# 2.1.7. Fight for Equality and Economic Justice

Address systemic discrimination and economic injustices that hinder equitable access to economic opportunities and resources. This may require legal reforms and public policies to eliminate discriminatory practices in the workplace and promote equal opportunity for all. The Fight for Equality and Economic Justice [54], [55] is a reflection of a profound quest for meaning and morality within human society. In philosophical language, this struggle can be interpreted as a manifestation of collective ethical consciousness, an aspiration to transcend inequalities and establish an economic order based on human dignity and distributive justice.

Economic equality embodies the ideal that every individual should have equitable access to the resources and opportunities needed to lead a dignified and fulfilling life. It is the recognition of the intrinsic worth of every human being, regardless of social origin or economic status, and the affirmation of the fundamental right of each person to participate fully in the economic life of society.[54].

Economic justice [56], for its part, goes beyond mere formal equality to seek to correct structural inequalities and redress historical injustices that persist in economic systems. It is a call to challenge the power structures and mechanisms that perpetuate the marginalization and exploitation of the most vulnerable, and to promote economic policies and practices that promote the common good rather than particular interests. In this perspective, the fight for equality and economic justice is therefore a call for profound social transformation, based on principles of solidarity, compassion and mutual respect. It is a constant reminder of our responsibility towards future generations and towards the global community as a whole, in order to build a world where human dignity is respected, where the needs of each person are met and where prosperity is shared equitably.

The Democratic Republic of Congo (DRC) faces deep social and economic inequalities despite its natural wealth. In 2021, the country ranked 179th out of 191 according to the Human

Development Index (HDI), with a score of 0.479, reflecting a low standard of living and limited access to basic services. In 2013, approximately 87.7% of the population lived on less than \$1.25 per day, illustrating an extreme poverty rate. Regional disparities are also striking, with an average annual income ranging from \$98 per capita in the east of the country to \$1,000 per capita in the province of Kinshasa. Additionally, between 30% and 50% of women and children suffer from malnutrition. Gender inequalities are equally concerning, with only 13% of women holding seats in the National Assembly and a ranking of 140th out of 146 countries in the Global Gender Gap Index in 2023. These data highlight the persistent challenges related to poverty, inequality, and human development in the DRC.

# **2.2** Examining Social Protection Mechanisms and Access to Global Markets for Small Businesses

"How can we ensure that vulnerable populations benefit from integration into the global economy?"

Social protection mechanisms [57]and access to global markets for small businesses represent two fundamental pillars of an inclusive and sustainable economy. In a world where economic globalization creates both opportunities and challenges, these mechanisms are essential to ensure that the benefits of open markets reach all actors in society, especially the most vulnerable. On the one hand, social protection mechanisms play a crucial role in reducing inequalities and promoting the well-being of individuals. They include programs such as health insurance, child benefits, retirement pensions, and social safety nets, which aim to protect individuals from social and economic risks such as illness, unemployment, or poverty. These mechanisms provide an essential safety net, allowing individuals and families to maintain a decent standard of living even in times of economic hardship, and thus promoting social stability and human development.[58]. On the other hand, access to global markets for small businesses is crucial to boost inclusive economic growth and promote sustainable development. Small businesses, particularly in developing countries, play a vital role in job creation, income generation and poverty reduction. However, they often face obstacles such as trade barriers, high costs of compliance with international standards, and unfair competition from large companies. By facilitating small businesses' access to global markets through policies such as simplifying customs procedures, building trade capacity and access to finance, governments can help strengthen the local economic fabric, create opportunities for local entrepreneurs and promote more equitable and sustainable development.

Together, social protection mechanisms and access to global markets for small businesses can play a complementary role in promoting economic and social inclusion, ensuring that no one is left behind in the race for global prosperity. This requires a holistic and integrated approach, where economic policies are designed to ensure that the benefits of globalization are shared equitably and social protection mechanisms are strengthened to guarantee the security and dignity of all individuals.

#### 3. Methodology

This research adopts a qualitative approach to explore in depth the dialectic between economic inclusion and global openness in the Democratic Republic of Congo. The analysis is based on an inductive approach that favors the understanding of economic and social dynamics through the examination of discourses, public policies and strategies put in place to promote inclusive

integration. The study is based on an in-depth documentary review, mobilizing academic sources, institutional reports and economic data available from international and national organizations. The objective is to identify underlying trends and logics that structure the evolution of economic inclusion in the Congolese context. In this perspective, the methodological approach combines content analysis and case study to illustrate the practices and challenges related to economic openness. Content analysis helps to decipher the discourses and normative frameworks influencing inclusion policies, while the case study provides a concrete perspective on local and international initiatives in economic development. By relying on data triangulation, this methodology aims to ensure a holistic and critical understanding of the issues studied, while highlighting the levers and constraints that shape the dynamics of economic integration in the DRC.

A potential limitation of the methodology used in this study is its reliance on a qualitative approach, which, while useful for in-depth analysis, lacks the statistical rigor needed to establish causality between economic openness and inclusive growth in the Democratic Republic of Congo (DRC). The study primarily draws from institutional reports, policy documents, and case studies, which may introduce selection bias and limit the generalizability of findings beyond specific contexts. Additionally, the absence of quantitative metrics or econometric modeling means that key economic indicators and their correlations with inclusion policies remain unexplored. The study also depends on secondary data sources, which may not fully capture recent economic dynamics or grassroots realities, particularly in informal economic sectors where official data is often scarce or unreliable. Furthermore, governance issues and regional disparities in the DRC could result in data inconsistencies, affecting the robustness of the conclusions drawn. A mixed-methods approach incorporating quantitative data analysis or field surveys could enhance the study's validity by providing empirical evidence to support qualitative findings.

# 4. Economic Strategies and Regional and International Cooperation Policies for Sustainable and Inclusive Development in the DRC

In the Democratic Republic of Congo (DRC), current national economic policies aim to promote social and economic inclusion through various programs and initiatives. Here are some of these policies and their relative effectiveness:

# a. National Development Plan

The DRC has developed several national development plans, such as the National Strategic Development Plan (PNSD) or the National Development Plan (PND), which define strategic directions for economic growth and improving social well-being. These plans often focus on key sectors such as agriculture, infrastructure, education, and health, with the goal of reducing poverty and inequality.[59]. The National Strategic Development Plan (PNSD) in the Democratic Republic of Congo (DRC) is an important document that aims to guide the country's development over a given period. It is a bit like a roadmap to help the country achieve its goals of economic growth, poverty reduction and improving the well-being of its population.

The PNSD takes into account the specific challenges facing the DRC, such as poverty, inequality, limited infrastructure and other social and economic problems. It also identifies priorities and areas where action is needed to improve the situation.

This plan often involves collaboration between the government, international organizations, NGOs and other stakeholders to implement necessary projects and programs. With an emphasis on sustainability, it aims to create development that benefits all citizens and also protects the environment.

# **b.** Sectoral Policies:

The DRC government has implemented specific policies in areas such as agriculture, mining, energy and trade. For example, initiatives to promote family farming, stimulate responsible mining production and develop energy infrastructure have been launched to create jobs and stimulate economic growth.

For [60], [61], [62] the community of technical and financial partners of the Democratic Republic of Congo, in its expectation and quest for a real and tangible impact of its interventions, is called upon to engage in a more proactive process of sectoral political dialogue, particularly in the agricultural sector. The pressing need for a proactive agricultural policy constitutes the essential basis from which the recommendations envisaged can truly contribute to improving the situation of the agricultural sector. If the political preconditions, widely set out above, are met, it seems appropriate to put forward some recommendations likely, in our opinion, to alleviate the problems encountered in the context of agricultural recovery in the Democratic Republic of Congo [63], [64].

# c. Social Programs

The DRC has also implemented social programs aimed at improving access to basic services such as education, health and social protection. For example, initiatives such as school scholarships, vaccination programs and social safety nets have been put in place to reduce inequalities and improve the living conditions of the most vulnerable populations.

Social programs aimed at improving access to basic services such as education, health and social protection in the Democratic Republic of Congo (DRC) provoke profound reflection on the very nature of social justice and collective well-being. In a context where access to these services is often limited or even non-existent for many citizens, these programs embody an attempt to restore a moral balance within society.

In engaging in these initiatives, the DRC embraces a vision that recognizes the fundamental importance of each individual as a human being with inherent rights. In doing so, it adheres to an ethic of responsibility towards its citizens, recognizing that equitable access to education, health, and social protection is a moral imperative. These programs also raise questions about the nature of equality and justice. They interrogate notions of deservingness and need, and challenge social and economic structures that can hinder access to basic services for certain groups of the population.[65].

However, despite these efforts, several challenges persist regarding the effectiveness of these national economic policies in promoting social and economic inclusion in the DRC:

# 1) Weak institutional capacities

Limited government institutional capacity can hamper the effective implementation of economic policies, leading to delays and inefficiencies in achieving development goals. In the context of the Democratic Republic of Congo (DRC), the interrelationship between weak

institutional capacities and national economic policies reveals a profound dialectic between the philosophical ideal of just governance and the concrete realities of political practice. These institutional weaknesses, often perceived as obstacles to the achievement of the common good, prompt a philosophical reflection on the nature of the legitimacy of power and the responsibility of rulers towards their people.[66], [67], [68].

From this perspective, institutional weaknesses in the DRC can be interpreted as symptoms of a deeper crisis in which democratic aspirations and economic development imperatives collide with structural obstacles to governance. Philosophy offers an analytical framework for understanding these tensions, by examining the moral foundations of political authority and the ethical principles that should guide public decision-making.

National economic policies, designed to promote economic growth and social inclusion, are often compromised by the inability of institutions to implement them effectively. This disconnects between intention and implementation raises fundamental questions about the legitimacy of power and social justice in the context of the DRC.[66], [69].

In this dialogue between weak institutional capacities and national economic policies, philosophy invites critical reflection on the values and principles that underpin governance and public action. It raises questions about the accountability of rulers to their people and the ways in which institutions can be strengthened to truly serve the public interest.

# 2) Corruption and bad governance

Corruption and poor governance can undermine the effectiveness of economic policies by diverting public resources and undermining citizens' trust in government institutions.

In the context of the Democratic Republic of Congo (DRC), corruption and poor governance represent existential challenges that raise profound questions about the nature of the legitimacy of power and the ethics of governance. These scourges, insidiously embedded in state structures, undermine the effectiveness of national economic policies designed to promote social and economic inclusion.[68], [70].

Philosophically, corruption and misgovernance reveal a fundamental tension between the ideals of justice and the common good on the one hand, and the realities of political power and authority on the other. They highlight the ethical dilemmas that political leaders face in their quest for economic and social progress, and they question the legitimacy of the systems of governance that enable such practices.

The effects of corruption and poor governance on the effectiveness of national economic policies are devastating. They compromise the transparency and integrity of decision-making processes, divert public resources to private interests, and undermine citizens' trust in government institutions. As a result, policies aimed at promoting social and economic inclusion are often hampered in their implementation and results.

# 3) Insufficient resources

Limited financing and insufficient resources can limit the reach and impact of economic policies, particularly in the most remote and poorest regions of the country. In the context of the Democratic Republic of Congo (DRC), insufficient resources constitute a philosophical conundrum that raises profound questions about social justice and collective responsibility

towards the most vulnerable in society. Faced with this reality, national economic policies designed to promote social and economic inclusion often face critical challenges [66], [71].

Philosophically, resource inadequacy highlights the tensions between the ideals of distributive justice and the material constraints faced by policy makers. It questions the ability of societies to reconcile the imperatives of economic development with the principles of solidarity and equity.

In this dialectic between the insufficiency of resources and the effectiveness of national economic policies, philosophy offers an analytical framework for exploring the ethical tradeoffs and moral dilemmas that societies face in their quest for social and economic progress. It invites reflection on the priorities and values that guide the allocation of scarce resources, as well as on the ways in which societies can maximize the impact of their economic policies in a context of material constraints.[72].

# 5. Conclusion

The results of this research show that, although the DRC's economic openness can theoretically promote inclusive growth, structural constraints persist and hamper the achievement of this objective. Despite initiatives put in place to improve access to financial services, strengthen the labor market and promote inclusive entrepreneurship, socio-economic inequalities remain high due to weak governance, limited infrastructure and the absence of adapted public policies. The analysis reveals that the integration of marginalized populations into the global economy requires a holistic approach combining structural reforms and targeted support mechanisms to ensure a more equitable distribution of the benefits of globalization. The Democratic Republic of Congo ranked 179th out of 191 in the Human Development Index in 2021, with 87.7% of its population living on less than \$1.25 per day, highlighting extreme poverty and limited access to basic services. Additionally, with only 13% of women in the National Assembly and a ranking of 140th out of 146 in the Global Gender Gap Index in 2023, the country faces significant challenges in achieving gender equality and inclusive economic growth.

Furthermore, the study highlights the importance of public-private partnerships and economic inclusion policies as strategic levers to improve the impact of economic openness on social development. Strengthening institutional capacities, establishing effective social safety nets and promoting a transparent regulatory framework are essential elements to ensure sustainable and equitable growth. Thus, this research highlights the need to adopt integrated economic strategies that promote active participation of all stakeholders – government, private sector and civil society – with the aim of building a more just and resilient economic environment in the DRC.

# References

- S. Chauvier, « Justice internationale et solidarité », 1999, Consulté le: 11 février 2025. [En ligne]. Disponible sur: <u>https://philpapers.org/rec/CHAJIE-3</u>
- P. Lamy, « Equité et justice dans la mondialisation », Études, vol. 414, no 1, p. 7-17, 2011.
- N. Tlili, « La justice sociale dans le contrat international de travail: étude du conflit de lois en droit international privé tunisien et Français », PhD Thesis, Université Panthéon-Sorbonne-Paris I, 2023. Consulté le: 11 février 2025. [En ligne]. Disponible sur: <u>https://theses.hal.science/tel-04513426/</u>

- 4) R. Boudon, « Justice sociale et intérêt général: à propos de la théorie de la justice de Rawls », Rev. Fr. Sci. Polit., p. 193-221, 1975.
- J. Rajaoson, Justice globale et justice transitionnelle. Julien Rajaoson, 2017. Consulté le: 11 février 2025. [En ligne]. Disponible sur: <u>https://www.ceeol.com/search/bookdetail?id=792621</u>
- 6) C. Spector, « Liberté, égalité, fraternité: la théorie rawlsienne de la justice », Esprit, no 9, p. 95-104, 2018.
- 7) Trannoy, « Les théories de l'égalité des opportunités de Fleurbaey et de Roemer sontelles irréconciliables? », Rev. Économique, vol. 68, no 1, p. 57-72, 2017.
- 8) Sen, Un nouveau modèle économique: développement, justice, liberté. Odile jacob, 2000. Consulté le: 11 février 2025. [En ligne]. Disponible sur: https://books.google.com/books?hl=fr&lr=&id=8jD5oOP5ymkC&oi=fnd&pg=PA9& dq=%E2%80%A2%09Sen,+A.+(2000).+Un+nouveau+mod%C3%A8le+%C3%A9co nomique+:+D%C3%A9veloppement,+justice,+libert%C3%A9.+Odile+Jacob.&ots=B NMuaTglKA&sig=ORNYHJB02y0ZlGQxqpAxF1GZsiQ
- 9) V. Bisaillon, C. Gendron, M.-F. Turcotte, et C. C. équitable de l'Alliance, « Commerce Équitable et Économie Solidaire: Les Défis pour L'avenir. Synthèse des Activités du Chantier Commerce Equitable ». 2005. Consulté le: 11 février 2025. [En ligne]. Disponible sur: <u>https://base.socioeco.org/docs/doc-7412\_fr.pdf</u>
- 10) N. Neamtan, Trente ans d'économie sociale au Québec: Un mouvement en chantier. Groupe Fides Inc., 2019. Consulté le: 11 février 2025. [En ligne]. Disponible sur: <u>https://books.google.com/books?hl=fr&lr=&id=0OtEEAAAQBAJ&oi=fnd&pg=PT1</u> <u>4&dq=Commerce+%C3%A9quitable+et+%C3%A9conomie+solidaire+:+Les+d%C3</u> <u>%A9fis+pour+l%E2%80%99avenir.+Synth%C3%A8se+des+activit%C3%A9s+du+c</u> <u>hantier+commerce+%C3%A9quitable.&ots=EIhRsvoL6v&sig=ZZAoPThm7It6pKZq</u> <u>xCYURNqE8WU</u>
- 11) Erhel, « Genre et inégalités de trajectoires sur le marché du travail », Inf. Soc., no 1, p. 26-34, 2020.
- 12) N. Salliou, « Le commerce équitable: d'un projet alternatif à l'accompagnement de la mondialisation », Pour, vol. 234, no 3-4, p. 135-141, 2018.
- 13) Silve, « Maurice, l'industrialisation inclusive », Afr. Contemp., vol. 266, no 2, p. 97-114, 2018.
- 14) S. A. MALECK et N. NDOUR, « LE MICROCREDIT DANS L'INCLUSION SOCIALE ET FINANCIERE DURABLE POUR LES ACTIVITES GENERATRICES DE REVENUS EN MAURITANIE: UNE ANALYSE DES EXPERIENCES », Rev. Int. Rech. Sci. Rev.-IRS, vol. 2, no 1, p. 83-100, 2024.
- 15) Lebossé et C. Érard, « Quand une femme conquiert la citadelle masculine de l'inspection. Cas de Lilyane Forestier (1964-1991) », Staps, vol. 123, no 1, p. 51-65, 2019.
- 16) K. Kalala et T. Mbiye, « La politique économique revisitée en RDC: pesanteurs d'hier et perspectives », L'Afrique Gd. Lacs Annu., vol. 2006, p. 307-326, 2005.
- 17) J. Manzambi Kuwekita, « Politique Nationale de Protection Sociale de la République Démocratique du Congo », in Séminaire de Protection Sociale, 2016. Consulté le: 11 février 2025. [En ligne]. Disponible sur: <u>https://orbi.uliege.be/handle/2268/210529</u>

- Manzambi Kuwekita, « Stratégie Nationale de Protection Sociale de la RDC », in Séminaire de Laboratoire de Santé Publique-Financement de la Santé, 2017. Consulté le: 24 avril 2024. [En ligne]. Disponible sur: <u>https://orbi.uliege.be/handle/2268/211911</u>
- 19) T. Trefon, « La réforme du secteur forestier en République démocratique du Congo: défis sociaux et faiblesses institutionnelles », Afr. Contemp., vol. 227, no 3, p. 81-93, 2008.
- 20) K. Lahrour et L. Horr, « Le paradigme de l'inclusion financière: L'évolution des concepts dans un contexte historique et universel », Rev. Int. Cherch., vol. 4, no 4, p. 562-584, 2023.
- 21) H. BELMAATI, « La contribution de l'économie sociale et solidaire pour une croissance inclusive au Maroc », Rev. Marocaine Rech. En Manag. Mark., vol. 10, no 2, p. 413-429, 2018.
- 22) Z. Safia, « Finance inclusive et lutte contre la pauvreté et l'exclusion: quel rôle de la technologie numérique en Algérie? Inclusive finance and the fight against poverty and exclusion: what role fort digital technology in Algeria », vol. Volume: 08 N°: 1, p. PP 54-67, 2019.
- 23) M. Senga, G. Niyongabo, T. Nsengiyumva, et J. M. Kasiwa, « Financial Market Stimulants in the Democratic Republic of the Congo: Experimental Analysis of the Impact on Financial Securities Volume », Open J. Soc. Sci., vol. 12, no 9, Art. no 9, août 2024, doi: 10.4236/jss.2024.129013.
- 24) F. Zogning, « Inclusion financière, entrepreneuriat inclusif et modèles alternatifs de financement », J. Small Bus. Entrep., vol. 35, no 1, p. 1-7, janv. 2023, doi: 10.1080/08276331.2022.2121517.
- 25) L. S. Kisa, G. M. Muahi, S. S. Matabaro, et C. M. Malira, « Festivité et ses incidences socio-économiques dans les familles Nyanga à Goma », Ann. UNIGOM, vol. 13, no 1, 2023, Consulté le: 24 février 2024. [En ligne]. Disponible sur: <u>https://pugoma.com/index.php/UNIGOM/article/download/255/201</u>
- 26) S. A. Maleck et N. Ndour, « LE MICROCREDIT DANS L'INCLUSION SOCIALE ET FINANCIERE DURABLE POUR LES ACTIVITES GENERATRICES DE REVENUS EN MAURITANIE : UNE ANALYSE DES EXPERIENCES », Rev. Int. Rech. Sci. Rev.-IRS, vol. 2, no 1, Art. no 1, févr. 2024, doi: 10.5281/zenodo.10650060.
- 27) ARK aYILDIRIM et M. SMYRL, « Stratégies locales d'inclusion économique », Domin. Polit. En Turq. Une Anal. Relationnelle, p. 191, 2022.
- 28) C. BAKOUR et S. OUASSOU, « Les politiques sociales en contexte du COVID-19: INDH «Le programme d'amélioration du revenu et inclusion économique des jeunes» », Rev. Int. Cherch., vol. 1, no 2, 2020, Consulté le: 12 février 2025. [En ligne]. Disponible sur: <u>https://revuechercheur.com/index.php/home/article/view/29</u>
- 29) C. de l'Europe, Le droit des personnes handicapées à l'autonomie de vie et à l'inclusion dans la société. Council of Europe, 2012. Consulté le: 8 mai 2024. [En ligne]. Disponible

https://books.google.com/books?hl=fr&lr=&id=VOdUDwAAQBAJ&oi=fnd&pg=PA 5&dq=politiques+%C3%A9conomiques+favorisant+l%27inclusion+de+tous+les+seg ments+de+la+soci%C3%A9t%C3%A9&ots=V1FXSJ5OYo&sig=TxKqVuWn1o7rv\_ vY6qEwAcgUtM8

- 30) K. Lahrour et L. Horr, « Le paradigme de l'inclusion financière: L'évolution des concepts dans un contexte historique et universel », Rev. Int. Cherch., vol. 4, no 4, p. 562-584, 2023.
- 31) S. Matabaro et S. Ildephonse, « Financial Behavior Analyses: Engel's Law in the Modern Domestic Economy of the City of Goma », 2024, Consulté le: 11 février 2025. [En ligne]. Disponible sur: <u>https://ijsmr.in/doc/ijsmr07\_87.pdf</u>
- 32) Banque mondiale, « Strategie-nationale-de-developpement-des-PME-en-RDC ». Consulté le: 15 mars 2025. [En ligne]. Disponible sur: <u>https://padmpme.cd/sites/default/files/2022-04/STRATEGIE-nationale-de-</u> <u>developpement-des-PME-en-RDC-2.pdf</u>
- 33) R. Ministère des PME, « À propos du Ministère des Petites et Moyennes Entreprises. » Consulté le: 15 mars 2025. [En ligne]. Disponible sur: https://pme.gouv.cd/a-propos
- 34) PNUD, « Plan de Développement Provincial du Nord-Kivu 2019-2023 ». Consulté le: 15 mars 2025. [En ligne]. Disponible sur: <u>https://plan.gouv.cd/wp-content/uploads/2024/11/PDP-NORD-KIVU-12-01-2019.pdf</u>
- 35) UNESCO, « Manuel de maturation des projets d'investissement public ». Consulté le: 15 mars 2025. [En ligne]. Disponible sur: <u>https://plan.gouv.cd/wpcontent/uploads/2024/11/MANUEL-DE-MATURATION-DES-PROJETS-DINVESTISSEMENT-PUBLIC.pdf</u>
- 36) C. L. M. Toche, « Analyse des dynamiques entrepreneuriales des femmes dans la création d'une entreprise collective : le cas de la création d'une coopérative féminine dans la région de l'Ouest du Cameroun », phdthesis, Université Rennes 2, 2020. Consulté le: 11 avril 2024. [En ligne]. Disponible sur: <u>https://theses.hal.science/tel-03405447</u>
- 37) L. BENAZZI, « L'entrepreneuriat Féminin au Maroc: Réalité, freins et perspectives de réussite », Rev. Marocaine Gest. D'économie, vol. 3, no 7, 2016, Consulté le: 11 avril 2024. [En ligne]. Disponible sur: <a href="https://revues.imist.ma/index.php/RMGE/article/view/7535">https://revues.imist.ma/index.php/RMGE/article/view/7535</a>
- 38) N. Félix et R. ZAMMAR, « Entrepreneuriat féminin en Afrique: catalyseur de transformation économique et approche de réussite », Moroc. J. Entrep. Innov. Manag., vol. 5, no 2, p. 103-115, 2020.
- 39) C. N. F. B. Fouda, « Dynamisme entrepreneurial des femmes camerounaises : études de cas de développement d'entreprise. », phdthesis, Université de Bordeaux, 2014. Consulté le: 11 avril 2024. [En ligne]. Disponible sur: <u>https://theses.hal.science/tel-01231473</u>
- 40) H. ANOUAR, « La Responsabilité Sociale des Entreprises (RSE) et son impact sur leur Performance Financière », Int. J. Account. Finance Audit. Manag. Econ., vol. 3, no 1-1, p. 386-404, 2022.
- 41) Z. El Hayek, « Contribution à la connaissance du rôle de l'université entrepreneuriale dans la favorisation des startups chez les jeunes étudiants libanais », PhD Thesis, HESAM Université, 2023. Consulté le: 11 février 2025. [En ligne]. Disponible sur: <u>https://theses.hal.science/tel-04592909/</u>
- 42) J. Hillier, F. Moulaert, et J. Nussbaumer, « Trois essais sur le rôle de l'innovation sociale dans le développement territorial », Géographie Économie Société, vol. 6, no 2, p. 129-152, 2004, doi: 10.3166/ges.6.129-152.

- 43) C. Spector, « Liberté, égalité, fraternité : la théorie rawlsienne de la justice », Esprit, vol. Septembre, no 9, p. 95-104, 2018, doi: 10.3917/espri.1809.0095.
- 44) J.-P. Valette, Grandes œuvres politiques. De Platon à Michel Foucault. 2e édition. Editions Ellipses, 2021.
- 45) Trannoy\*, « Les théories de l'égalité des opportunités de Fleurbaey et de Roemer sontelles irréconciliables? », Rev. Économique, vol. 68, no 1, p. 57-72, 2017.
- 46) Silve, « Maurice, l'industrialisation inclusive », Afr. Contemp., vol. 266, no 2, p. 97-114, 2018.
- 47) H. Gros-Espiell, « Renforcer la solidarité morale: droits de l'homme, génétique humaine et éthique de la science et de la technologie », 2007, Consulté le: 8 mai 2024. [En ligne]. Disponible sur: <u>https://policycommons.net/artifacts/8954713/renforcer-lasolidarite-morale/9821717/</u>
- 48) H. A.-B.-A. Saoudite, « La modernisation des mécanismes de protection sociale en Tunisie: Vers la voie d'une solidarité pour tous », Rev. Int. Rech. Sci. Rev.-IRS, vol. Vol. 2, No. 1, janv. 2024, Consulté le: 8 mai 2024. [En ligne]. Disponible sur: <u>https://www.asjp.cerist.dz/en/downArticlepdf/712/1/1/160544</u>
- 49) Erhel, « Genre et inégalités de trajectoires sur le marché du travail », Inf. Soc., no 1, p. 26-34, 2020.
- 50) J. Rodgers, « Statistiques et dimensions de genre: le marché du travail et la formation professionnelle », L'Harmattan, p. 249, 2001.
- 51) R. Ludena, « Causes structurelles de l'enrichissement personnel au Venezuela: relations institutionnelles et les nouveaux riches de la révolution bolivarienne », IdeAs Idées Am., no 10, 2017, Consulté le: 8 mai 2024. [En ligne]. Disponible sur: <u>https://journals.openedition.org/ideas/2215</u>
- 52) N. Salliou, « Le commerce équitable: d'un projet alternatif à l'accompagnement de la mondialisation », Pour, vol. 234, no 3-4, p. 135-141, 2018.
- 53) V. Bisaillon, C. Gendron, M.-F. Turcotte, et C. C. équitable de l'Alliance, « Commerce Équitable et Économie Solidaire: Les Défis pour L'avenir. Synthèse des Activités du Chantier Commerce Equitable ». 2005. Consulté le: 8 mai 2024. [En ligne]. Disponible sur: <u>https://base.socioeco.org/docs/doc-7412\_fr.pdf</u>
- 54) P. Lamy, « Equité et justice dans la mondialisation », Études, vol. 414, no 1, p. 7-17, 2011.
- 55) S. SAHBANI et O. JIBARI, « La Fiscalité Numérique et Equitable: Une Nouvelle Frontière de la Justice Socio-économique », Rev. Fr. Econ. Gest., vol. 4, no 11, 2023, Consulté le: 8 mai 2024. [En ligne]. Disponible sur: <u>https://www.revuefreg.fr/index.php/home/article/view/1357</u>
- 56) Sen, Un nouveau modèle économique: développement, justice, liberté. Odile jacob, 2000. Consulté le: 8 mai 2024. [En ligne]. Disponible sur: <u>https://books.google.com/books?hl=fr&lr=&id=8jD5oOP5ymkC&oi=fnd&pg=PA9&</u> <u>dq=th%C3%A9orie+utilitarisme+(opportunit%C3%A9+%C3%A9conomique)&ots=</u> <u>BNKq9QfpJx&sig=eSwn58zvRJtbqMT99GBhk5w2JDE</u>
- 57) Banque mondiale, « Réformer les subventions au prix de l'énergie et renforcer la protection sociale », Rapport No. 43173-MNA. Consulté le: 8 mai 2024. [En ligne]. Disponible

http://www.albacharia.ma/xmlui/bitstream/handle/123456789/30288/0006R%C3%A9 former%20les%20subvs%20au%20prix%20de%20l%E2%80%99%C3%A9nergie%2

<u>0et%20renforcer%20la%20protect%20soc%20Qlq%20quest%20de%20conception20</u> 08.pdf?sequence=1

- 58) J. Manzambi Kuwekita, « Politique Nationale de Protection Sociale de la République Démocratique du Congo », in Séminaire de Protection Sociale, 2016. Consulté le: 24 avril 2024. [En ligne]. Disponible sur: <u>https://orbi.uliege.be/handle/2268/210529</u>
- 59) N. Jean-Baptiste, « LA PLANIFICATION NATIONALE DU DEVELOPPEMENT DE LARDC ». Consulté le: 24 avril 2024. [En ligne]. Disponible sur: <u>https://www.budget.gouv.cd/wp-</u> <u>content/uploads/budget2015/sob\_b2015/planification\_nationale\_developpement\_rdc.</u> pdf
- 60) H. Beguin, « ESPOIRS, BILAN ET LEÇONS D'UN «PAYSANNAT» AU CONGO », Rev. Tiers Monde, p. 891-913, 1965.
- 61) Ngalamulume Tshiebue, « Le développement rural en RD Congo: quelles réalités possibles? », 2016, Consulté le: 7 mai 2024. [En ligne]. Disponible sur: <u>https://www.torrossa.com/gs/resourceProxy?an=4837214&publisher=FZP407</u>
- 62) L. Philippe, M. Baudouin, et R. N. M. Alphonse, « Quel développement agricole pour la RDC? » Consulté le: 7 mai 2024. [En ligne]. Disponible sur: <u>https://www.eca-creac.eu/sites/default/files/pdf/2014-03-lebailly-michel-ntoto.pdf</u>
- 63) P. M. Balomba, « Filière vivrière paysanne du Bas-Congo: acteurs, fonctionnement et performance », Dounia Rev. D'intelligence Strat. Relat. Int., vol. 6, p. 26-41, 2013.
- 64) P. Mpanzu, « Filière vivrière paysanne du Bas-Congo: acteurs, fonctionnement et performance ». Dounia, 2013.
- 65) J. Manzambi Kuwekita, « Stratégie Nationale de Protection Sociale de la RDC », in Séminaire de Laboratoire de Santé Publique-Financement de la Santé, 2017. Consulté le: 7 mai 2024. [En ligne]. Disponible sur: <u>https://orbi.uliege.be/handle/2268/211911</u>
- 66) K. Kalala et T. Mbiye, « La politique économique revisitée en RDC: pesanteurs d'hier et perspectives », L'Afrique Gd. Lacs Annu., vol. 2006, p. 307-326, 2005.
- 67) L. M. MALAMBU et P. K. LEPRINCE, « GOUVERNANCE FISCALE EN RD. CONGO: ENJEUX, DEFIS ET PERSPECTIVES », M.E.S., vol. Numéro 115 Vol. 2, p. pp 73-81, 2022.
- 68) T. Trefon, « La réforme du secteur forestier en République démocratique du Congo: défis sociaux et faiblesses institutionnelles », Afr. Contemp., vol. 227, no 3, p. 81-93, 2008.
- 69) Habib, V. Padayachee, et S. Sirat, « Afrique du Sud: pouvoir, politique et stratégie économique dans la transition démocratique », Rev. Tiers Monde, p. 499-529, 1999.
- 70) Ulloa, M. Scheuermaier, et C. Baissac, « Contraintes à la croissance économique en République Démocratique du Congo », Johannes Herderschee Daniel Mukoko Samba Moïse Tshimenga Tshibangu Éditeurs Résilience D'un Géant Afr. Accélérer Croissance Promouvoir En Répub. Démocr. Congo, vol. 1, p. 171-225, 2012.
- 71) Valiorgue, É. Bourlier-Bargues, et X. Hollandts, « Quelles ressources et compétences pour réussir la stratégie de diversification d'une coopérative agricole? », RECMA, vol. 363, no 1, p. 84-97, 2022.
- 72) J. Mwanza, « RÉCONCILIATION RÉGIONALE DANS LES GRANDS LACS: UN APERÇU GLOBAL SUR LES DÉFIS ET LES OPPORTUNITÉS DE LA NOTION », RÉCONCILIATION RÉGIONALE, p. 6, 2017.