



**Extractives Hub**  
Deepening Knowledge about Oil, Gas and Mining



Centre for Energy, Petroleum  
and Mineral Law and Policy  
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On Governance and the Democratic Republic of Congo - interview with Dr Holger Grundel, Managing Director of Levin Sources



The Extractives Hub is pleased to include the following interview with Dr Holger Grundel, Managing Director of [Levin Sources](#).

**Question (Q):** "What do you understand by the term 'governance'?"

**Answer (A):** "There are many definitions of the term 'governance', but to me this boils down to two sides of the same coin:

- on the one hand how governments craft and implement policies that shape the daily lives of citizens; and
- on the other hand how those citizens interact with the institutions and decisions of the state.

However, without an accompanying judgement in terms of how these state-citizen relationships should work in practice to deliver maximum benefits

**Q:** "Do people in the DRC have any sense of ownership of the term (in its French translation)? / is it a term that they would comfortable use themselves, or in-country are there similar yet different terms in use that have different nuances, meanings and/or cultural significance?"

**A:** "The term is used widely in the media and public debates, not infrequently by those who do the most to undermine progress towards better governance. I strongly suspect that the majority of Congolese people would want their leaders to do more to promote good governance in politics and the economy even if the term in itself is unfamiliar."

**Q:** "What are the prospects for improved levels of mining governance further to the passing of the 2018 Mining Code in the DRC?"

across all sections of society the term is of limited value in my opinion."

**Q:** In light of your considerable Democratic Republic of the Congo (DRC) experience, how is the term "best" applied to the DRC? Should questions of governance be framed differently in the DRC than elsewhere, e.g. other parts of Africa, and other parts of the world?"

**A:** "I think the basic principles of 'good governance', i.e. transparency, accountability, participatory and inclusive decision-making and respect for the rule of law are universal and make for better policy outcomes in the vast majority of contexts – irrespective of what those holding power might say.

Given how poorly the Congolese people have been served by successive leaders I would argue these principles are particularly relevant in the DRC", i.e. in terms of their actual implementation.

"Allowing politicians to claim that they don't apply risks justifying corruption and mismanagement.

That doesn't mean the DRC can achieve good governance overnight, but the aspiration should be there to give people hope, dignity and purpose."

**A:** "That's a tough question. I am of course aware of the ongoing dispute between the DRC government and several of the mining companies operating in the country. It is my sense that the mining sector's failure to contribute adequately to equitable growth in the DRC can only partially be explained through problems with the content of regulations. Consistent implementation of the law, reducing corruption and investing revenues for the benefits of all Congolese, strikes me as just as important, if not more so. In that context I am following with interest what progress any new government might be able to achieve in these areas."

**Q:** "Is the institutional capacity in place / coming into place in the DRC to ambitiously pursue a step change in natural governance performance?"

**A:** "I think the answer is almost certainly 'no' which is unsurprising for a country with the DRC's history. And it's likely to be true across government, not just the Ministry of Mines. Building the required capacity is of course a long-term project, but one that is essential to realise the mining sector's tremendous potential to drive economic growth and help reduce poverty."