CONGREGATION OF
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OF THE GOOD SHEPHERD KOLWEZI
ASBL

# BON PASTEUR KOLWEZI
# THEORY OF CHANGE

STRATEGIC PLAN 2018-2022

GOOD SHEPHERD
INTERNATIONAL
FOUNDATION
ONLUS

The Good Shepherd International Foundation (GSIF) is a non-profit organization founded in 2008 by Our Lady of Charity of the Good Shepherd, an international Congregation of women religious operating in 73 countries, to support the Good Shepherd's mission in the world. GSIF is committed to offer assistance to children, girls and women in 28 countries of Africa, Asia and Latin America, focusing on poverty eradication, human trafficking, migration and elimination of all forms of violence and discrimination. Since 2012, the GSIF has been supporting  Bon Pasteur Kolwezi in DR Congo with technical assistance in planning and management of their program, communication at the international level and resource mobilization to ensure the program sustainability.

www.fondazionebuonpastore.org/congo
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*Version 1.2. released on March 2018*

A boy at the window, Kabamba

A woman carrying a basket, Kasulo



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# LIST OF ACRONYMS

| | |
|---|---|
| **ACIDH** | Action contre l'impunité pour les droits humains |
| **ASM** | Artisanal and Small-scale Mining |
| **BP** | Bon Pasteur Kolwezi |
| **CBO** | Community Based Organization |
| **CERN** | Commission épiscopale pour les ressources naturelles |
| **CPO** | Child Protection Officer |
| **CPP** | Child Protection Project |
| **DFID** | Department for International Development |
| **DRC** | Democratic Republic of Congo |
| **DSCERP** | Growth, Employment, and Poverty Reduction Strategy Paper |
| **GECAMINE** | Gécamines, Générale des carrières et des mines |
| **GSS** | Good Shepherd Sisters |
| **HIV and AIDS** | Human Immunodeficiency Virus and Acquired Immune Deficiency Syndrome |
| **IDPs** | Internally Displaced People |
| **KCC** | Kamoto Copper Company |
| **KML** | Katanga Mining Limited |
| **M and E** | Monitoring and Evaluation |
| **NGOs** | Non-Governmental Organizations |
| **OECD** | Organization for Economic Co-operation and Development |
| **PRSP** | Poverty Reduction Strategy Paper |
| **SDGs** | Sustainable Development Goals |
| **SGBV** | Sexual and Gender Based Violence |
| **STDs** | Sexually Transmitted Diseases |
| **SWOT** | Strengths, Weaknesses, Opportunities, Threats |
| **UMHK** | Union Minère du Haut Katanga |
| **UN** | United Nations |
| **UNICEF** | United Nations Children's Fund |
| **WEF** | World Economic Forum |
| **WFP** | World Food Program |



*Bon Pasteur Kolwezi* | **THEORY OF CHANGE**

# EXECUTIVE SUMMARY

In the past first five years, Bon Pasteur (BP) Kolwezi has been recognized by the DRC government and NGOs like Amnesty International, as the only NGO working effectively to address the widespread human rights abuses in the province's Artisanal and Small-scale Mining (ASM) communities, which provide essential raw materials for the global electronic and automotive industries.

Since 2012, BP has been working to reduce poverty, social fragmentation, weak rule of law, gender based violence heavily affecting the ASM communities of Kolwezi, through a **comprehensive community development program, integrating alternative livelihoods, social protection, education and advocacy**. In five years, **BP has helped 5,000+ children, women and girls from the Kolwezi village of Kanina** to find their voice and dignity, 1,300+ children escaped the harsh life of the mines to attend schools, 300+ women started a business in farming, 300+ girls gained skills catering and dress-making. Overall, an unprecedented BP created a community-based system to provide justice and safe spaces for victims of all abuses.

Building on these results, BP, with the support of the Good Shepherd International Foundation (GSIF) has prepared a **new five-years plan to scale and extend the program**. The plan is based on an extensive and unprecedented consultation, which has involved **eight impoverished ASM communities in the span of 50 km around Kolwezi in the Lualaba Province**. Village chiefs, representatives of women, youth and children in each village expressed the needs and vision of **21,000+ ASM people.** Village chiefs, representatives of women, miners' cooperatives, youth and children in each village have expressed their needs and vision for change towards a more safe and prosperous ASM community. This vision has been summarized in the Bon Pasteur Strategic Plan 2018-2022.

The Long Term Goal (or Impact) that by 2022 this plan aims to achieve is to significantly improve the lives of **19,000+ people directly,** and **70,000 people,** indirectly, in the Lualaba Province **by taking 4,800+ children out of the mines and in the schools; providing 3,000+ women and 1,800+ girls skills and access to alternative livelihoods, educating and organizing 9,000+ miners to help them improve their working and living conditions** according to the Mining Code and international regulations and conventions on human rights.

The outcomes illustrated below summarize the conditions that Bon Pasteur will put in place to achieve this Long Term Goal and represent the **five pillars of Bon Pasteur's model of intervention.** They complement each other in an **integrated approach to social protection and community development**, which has proven to be effective in achieving social change so far, as expressed by Prof. Mark Canavera of Columbia University: "r*ather than treating the protection of women and children as isolated work, disconnected from the reality and everyday life of the community, Good Shepherd places it in a wider range of poverty reduction and a governance framework*."[1]

*1* Early evaluation report of Bon Pasteur's Child Protection Model in Kolwezi, by Prof. Mr. Canavera, Columbia University (New York), August 2017.

**Outcome 1: ALTERNATIVE LIVELIHOODS** THAT ARE SUSTAINABLE AND SECURE

Women in the targeted artisanal mining communities have increased their income through sustainable farming and other income-generating activities and improved the food security and overall living conditions of their families.

**Outcome 2: SAFE SPACES** CREATED FOR CHILDREN, GIRLS AND WOMEN

By extending the Bon Pasteur model of community-based protection of children, girls and women, they will be safe from human rights violations, such as the worst forms of child labour and gender based violence. In such safe spaces, they will be able to access basic human rights, such as education, healthcare and skills training fostering their physical, psychological and social development.

**Outcome 3 EMPOWERED CHILDREN** THRIVE OUTSIDE THE MINES

The children of the targeted communities will be supported by social workers, teachers, psychologists, nurses and their parents to quit work in the mines and develop their full potential, through age-appropriate, physical, psychological, intellectual programs, in schools and in secure community settings.

**Outcome 4: STRENGHTENED ARTISANAL MINERS** IMPROVE THEIR WELL-BEING AND WELFARE.

The targeted artisanal miners (*creseurs*) improved their working and living conditions, through improved community cohesion and effective mobilization and formalization of cooperatives, to ensure the engagement of the government for an equitable distribution of resources and the full compliance of the mining companies to national and international laws and conventions.

**Outcome 5: EFFECTIVE MANAGEMENT** ENSURES PROGRAM SCALABILITY

Through continuous capacity building of staff and improvements of local structures (more reliable internet connection, adequate office space, more vehicles available for the staff to reach isolated communities), Bon Pasteur will be consolidated as a model-program of credible management and good governance ensuring a sustainable expansion of its activities in new sites.

Through this plan Bon Pasteur will contribute to the DRC National Sector Plan to eradicate child labour in the mining sector by 2025, collaborating with the national and provincial committees for child protection, and with other NGOs and public-private platforms such as the Global Battery Alliance at the World Economic Forum and the Responsible Cobalt Initiative, to implement concrete actions to achieve this goal.

By allowing 4,830 children to quit exploitative work in the mines and in other sectors, Bon Pasteur will also contribute to achieve **Target 8.7** of the Sustainable Development Goals, **8.7 "secure the prohibition and elimination of the worst forms of child labour and by 2025 end child labour in all its forms".**



# Bon Pasteur Kolwezi
# Theory of Change

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18 2019 2020 2021 2022

## Impact

By 2022, **19,000+ people from the ASM communities of the Lualaba Province**, whose basic human rights have been systematically denied, will enjoy more dignified, healthy and productive lives.*

## Outcomes

**1. ALTERNATIVE LIVELIHOODS THAT ARE SUSTAINABLE AND SECURE**

Increased income and food security for families in the targeted villages through farming and income-generating activities.

**2. SAFE SPACES CREATED FOR CHILDREN, GIRLS AND WOMEN**

Extended community-based systems protecting children, girls and women from abuses and promoting their holistic development through education, healthcare and skills training.

**3. EMPOWERED CHILDREN THRIVE OUTSIDE THE MINES**

The most vulnerable children in the targeted communities are supported to quit exploitative and unsafe work in the ASM, to develop their full physical and psycho-social potential in school and in secure community settings.

**4. STRENGHTENED COMMUNITIES IMPROVE THEIR WELFARE**

Through greater community cohesion, government and mining companies are hold accountable to national and international laws, ensuring a more equitable distribution of local resources and improving infrastructures and services for the targeted villages.

**5. EFFECTIVE MANAGEMENT ENSURES PROGRAM SCALABILITY**

Through continuous capacity building of staff and improvements of local structures, the program adapts and grows to meet the needs of more communities, serving as good-practice on the national and international levels.

## Key Outputs*

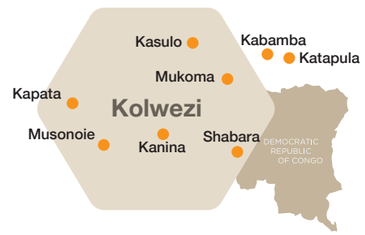
**4,830 children** will have quit works in the mines and other forms of child labour and will be enrolled in educational and social programs;

**1,879** girls will have gained skills and have access to decent jobs;

**3,105** women will have improved income and food security for their families;

**9,393** men and boys will be educated and mobilized to enjoy their rights, according the Mining Code.

## Target




Artisanal and Small-scale Mining (ASM) communities,
Lualaba Province, DRC

## Values

Respect & Inclusion

Integrity & Trasparency

Justice & Peace

Partnership & Collaboration

Compassion & Zeal

## Vision

An inclusive and democratic Congolese society where the rights of girls, women and children are respected, protected and promoted.

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For further information please contact: simone.capolupo@gssweb.org

# THE GOOD SHEPHERD SISTERS' PROGRAM IN KOLWEZI: BON PASTEUR

In March 2012, the Good Shepherd Sisters (GSS) of Kenya responded to the call of the Bishop Nestor Ngoy Kathawa to establish a program in the town of Kolwezi. The Good Shepherd sisters are part of an international congregation of women religious, present in 73 countries, and well known for their ministries for protection and empowerment of girls, women and children at risk and victims of human rights violations, including trafficking and sexual exploitation.

The Bishop, concerned for the level of poverty of people living in the ASM, donated a portion of land to the GSS to organize a program for girls, children and women in Domaine Marial, an area in the outskirts of Kolwezi. The sisters incorporated Bon Pasteur as an Association Sans but Lucrative in 2013 to address the different problems identified in the area of Domain Marial: firstly, child labour in the ASM, together with gender based violence and exploitation of girls, widespread poverty and food insecurity.

The children of Bon Pasteur's program educating other children on their rights.

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In 2013, the sisters launched the first multi-annual program for Bon Pasteur, which focused on five pillars to help break the cycle of violence and abuse against women, children and girls. Through a participatory consultation that involved all community members, the program began to implement activities that to date have improved the lives of 5,600 people:

**1) Alternative Livelihood Project (AL)**: to generate alternative income and food security for the ASM families, providing women technical training in farming, fish farming and animal husbandry;

**2) Economic Empowerment Project (EEP)**: a skills and vocational training program that has provided 300 girls and 300 women skills and access small income generating activities in dress-making, catering and baking;

**3) Child Protection Project (CPP)**: which by the end of 2017, enrolled 1,393 children in remedial classes (stock from CPP inception), integrating 15% of them into formal schools. 91% of these children have quit hazardous works in the mines and improved their nutrition and health. The CPP became a referral system within the community to identify and report cases of abuses within the families and the community. 71 cases of abuses on children and women have been reported since inception and persecuted through a community-based system of referral and reporting;

**4) Civic Strengthening and community mobilisation Project (CSP)**: a solid group of 1,294 women, 625 girls and 7 men have been regularly involved in human rights awareness raising that included advocacy work and lobbying the local government and mining companies for better living conditions. Thanks to their lobbying effort the community got a new generator (5,000 households) and obtained the construction of 5 schools (1,500 children);

**5) Capacity Building (CB)**: the program is entirely staffed by local people and has invested to increase the capacity of the staff for effective and sustainable delivery of the program services.

As a general result in terms of satisfaction with the program: 86% of the people involved in the activities[2] affirmed to be better off economically - as of November 2017 - compared to their conditions at the beginning of the program and overall 96% of the children and 100% of the people[3] were satisfied with the services provided by Bon Pasteur.

*2* Sample represented by beneficiaries of outcome 1
*3* Sample represented by beneficiaries of outcome 1

# SOCIAL AND ENVIRONMENTAL BACKGROUND

## THE DEMOCRATIC REPUBLIC OF CONGO (DRC)

The Democratic Republic of Congo (DRC) has an estimated total population of 71.1 million, including 34.9 million children who represent 49% of the total population. Ranked as one of the poorest countries in the world, the Democratic Republic of Congo (DRC) is facing a very difficult socio-economic situation. More than 82% of the population of DRC (according to the IMF October 2015 Report) lives below the poverty line. Social indicators have deteriorated because of the conflicts related to the control of mines. The country has immense natural resources and, in the past, mining has been the main engine of the Congo economy. Yet, the revenues and other benefits streams generated by the sector over the years have not been used in a sustainable way, largely due to weak governance of the mining sector.

DRC was not able to reach any of the targets set by the Millennium Development Goals (MDGs) by 2015. Widespread corruption, poor redistribution policies and neglect for international conventions on human rights, jeopardise the development of the poorest and of the most rural areas of the country.

Economic collapse, social instability, and resource plunder have resulted in a substantial decline in industrial mining and a proliferation of clandestine artisanal and small mining (ASM) activities. Today, the situation in the sub-sector is chaotic, with little respect for law and order in almost all mining areas in virtually all provinces. In addition, two wars, foreign army invasions and occupations, militia activity and ethnic conflict have created large numbers of internally displaced people (IDPs) and ex-combatants, including DDRR (disarmament, demobilisation, repatriation, reinsertion, reintegration), who have few livelihood options. Moreover, the presence of violent militia in rural areas forced many farming communities to abandon their traditional agro-pastoral livelihood, pushing them to migrate and rely on activities such as ASM to secure a source of income.

The disorganised and recalcitrant artisanal and small mining sector provides a vital livelihood to many thousands of people dispersed throughout the country and collectively probably constitutes a percentage estimated between 60 and 80% of the entire mining sector production. The escalating global mineral commodity prices, continued national economic decline, mismanagement and staff retrenchments in the Gécamines – a mining company owned originally by the state, now in the hands of foreign investors, has contributed to the decline of the “formal” industrial mining sector (or Large Scale Mining, LSM). As a matter of fact, this has exacerbated the problems and swelled the numbers of artisanal miners all competing for access to the mines, which have now been curtailed as concessions granted to international mining companies.

Located in the Lualaba Province (previously part of the Katanga province ) of DRC, Kolwezi is one of the richest sites/deposits of copper, cobalt, zinc and uranium. Although no systematic census has been undertaken, conservative estimates indicate that at least 80% of the population in



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Kolwezi is directly dependent on Artisanal and Small-scale Mining (ASM), an arduous, hazardous and precarious activity, for their livelihood. While the first ever-official registration in this sector is just on going, conducted by SESSCAM, in the Lualaba Province, the official estimates of the approved artisanal miners, who are supposed to be organized in cooperatives, is at 70,000, excluding women and children. Notably, women (especially of child-bearing age) and children are supposed to be banned from mining activities and therefore cannot be approved in official/ government census.

## KOLWEZI

The Bon Pasteur program currently operates in the Domain Marial area, which is located in the south-west periphery Kolwezi.

**Infrastructures and transportation**: the communities around Domain Marial are connected to Kolwezi by the main rout of this region, which runs from DRC to Zambia via Kolwezi. The road is not paved and often becomes flooded during the rainy season, which causes large part of the road being washed away or becoming severely potholed. Roads into the various communities are in greater disrepair, which makes a number of the ASM communities inaccessible even by four-wheel vehicles. Overall, the roads are not maintained or resurfaced. The poor conditions of the district road infrastructure cause numerous fatal accidents, especially after dusk, with miners’ trucks rushing through dark roads with no path-ways, it also increases travel times and hence the costs of imported goods and services. Transportation is available only in one out of four families, that reports to own a bicycle. The majority of people walk, as there is no public transportation system. Private taxi charge 20 US$ to travel 5 km to the ASM communities. Since last year, there is increasing use of motor cycles for public transport, which too is limited to those who can afford it, as well capacity, when it comes to transporting goods.

**Housing, Water and Sanitation**: Houses in the ASM communities are built with clay obtained from the many termite mounds that are found in the area. The clay is made into bricks ready for construction. Many of the houses do not have proper doors or shutters on the windows, using sacking or material as doors for protection and for privacy. The roofing consists of predominantly zinc sheeting held in place with large rocks. In half of the constructions, other materials such as mud, plastic or cardboard sheeting and tree branches are used. Some houses in the most deprived and isolated villages are purely made using sacking materials. Given that the wet season extends for nearly 6 months of the year, it is not surprising that the lack of waterproofing of houses represents a serious problem: children and adolescents reported that they were unable to sleep as the floor on which they rest became inundated with water. Moreover, an estimated 99.0% of the households have no access to electricity.

**Health:** based on the Lualaba provincial health care centres 2016 report, **53% of population have access to clean drinking water** and the **incidence of diarrhoea among children is at 14.5%**. It is worth nothing that due to the unaffordability of medical care to most of the population, there is low reporting on these aspects, since most of the patients living in remote and isolated areas might not or cannot seek medical care. Based on the available data, malaria is by far the most common serious disease: in Lualaba Province (55.8% of people were suffering

of malaria), followed by Pneumonia (14.5%), diarrhoea (14.2%), typhoid fever (7.2%) and anemia (6.6%).

**HIV/AIDS**: In addition the HIV and AIDS are spread but limited (1.7%); although notably too, the disease remains underreported due to the associated stigma. In recent years, USAID implemented large scale HIV and AIDS programs, which included Kolwezi, due to its location as a transport corridor linking it to high HIV prevalence areas of Zambia and South Africa. The migratory nature of artisanal mining communities makes this a particularly vulnerable group. The qualitative research conducted with adolescent boys and girls by Bon Pasteur team revealed that HIV and AIDS was a concern in the community. Based on the data collected in 2013 (GSS preliminary research), a large number of girls reported to be forced into prostitution by the family in order to increase the family's income and in doing so, they are at risk of the disease. The boys were also concerned about the problem, reporting that there was an increase in the number of men affected by HIV/AIDS and that there was no medical care available. As a consequence of the increase incidence in HIV and AIDS in the community, there has been the increase of HIV and AIDS orphans. Community members reported that these orphans were badly treated, due to the fear that they may affect others. It was reported that these children were accused of witchcraft and sorcery. Access to well-equipped health services with trained staff and affordable drugs was a problem raised by all groups during the consultation process. Kolwezi district has one government hospital, six clinics, eight polyclinics, 101 "zones de santé" and 73 health centres. In addition, the mining company Gécamines operates one hospital (HPK), a clinic and several centres. The health centre closest to the project area is run by the government but is understaffed and has very little supplies[4] .

**Education**: whilst in the artisanal community households, people are from different educational backgrounds, the majority are semi-literate. The research of 2013 found that although 50% had received some form of education, only 30% could read or write. Concerning the adolescent girls, 57% attended primary school and on average attained level 4 in the primary school level. Of this 57%, only 5% went on to secondary school and completed up to level 2 of secondary school.

With regards to **food security**, there is an improvement within the households that have been involved in the alternatives livelihood activities promoted by Bon Pasteur in the past 5 years. During the focus group organised by the project in October 2017, members of the 180 families involved in the BP's AL, reported that the program contributed to increased availability of food and financial support for the family. This slight improvement observed in the program's intervention area, represents only about 12% of the whole population of Kolwezi.

**Poverty**: in the communities surveyed in 2017, Kabamba, Mukoma, Kapata, Musonoie income levels remain for over 90% of the population under 1$ per day.

*4* Four years after the program staff and beneficiaries report that and the source of information in Annual Report DPS LUALABA.



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## THE MINING SECTOR

The socio-economic conditions of the communities around Kolwezi cannot be fully grasped without understanding the functioning of the mining sector. Kolwezi owes its existence to the mineral resources in its underground. This mining town was created in 1973 to house the headquarter of the Belgian company, Union Minière du Haut Katanga, which following the 1967 nationalisation became Générale des Carrières et des Mines (Gécamines), which was lately privatized the Government who sold most of its shares to international companies. Today it is known as Kamoto Copper Company (KCC) and is particularly relevant to the project, as it owns the mining concession closest to the main project site (Kanina). KCC is a joint venture, 75% of which is held by the Katanga Mining Limited (KML) company and 25% by Gécamines.

The town sits upon the largest cobalt and copper deposit in the world, yet it is characterised by recession, unemployment and poverty. The recession began in the late 1990s, when Gécamines' financial and management problems caused a drop-in production by nearly 90%. There were huge numbers of dismissals by the company as it was privatised in 2003. In 2003 only, 10,600 workers were dismissed by the operation voluntary departure (ODV).

As part of the Government's initiative for allowing private sector investments, a new Mine Law and Regulations passed in 2002, which was later encapsulated in the Mining Code. This action, together with high commodity prices in 2007-2008 resulted in a renewal of investment in exploration and exploitation activities. This has not resulted in a positive economic outcome or improved well-being of the general population. Whilst the Mine Law and regulations of 2002 are consistent with international best practices, the Government's enforcement of the law has been assessed by the World Bank as wholly inadequate [5].

The 2002 Mining Code authorised artisanal mining within tightly defined geographical limits (*Zones d'Exploitation Artisanale* – ZEAs); moreover, the code states that all miners must be adults, holding a valid "artisanal mining card" issued by the provincial government. In addition, the products must be sold to licenced traders respecting government's regulations. Nevertheless, the ZEAs have not been created and most of the artisanal miners (*creseurs*) work in unauthorised areas or in lands controlled by mining companies, risking to be fined or, worse, to be victims of violence [6].

The fact that most artisanal mining is taking place outside of ZEAs does not mean that it is hidden from the government or controllers: not only state officials know about mining in unauthorised location, but they also take advantage of the situation, by controlling the access and making miners paying them bribes[7] .

After several years of high mineral prices, in 2012 the government initiated a mining code review in response to citizens' pressures. Though participatory in nature, the process was a dead end. The version of the law submitted to parliament in March 2015 did not represent a compromise between industry and civil society organisations. Active lobbying from the country's chamber

*5 Ibidem*, p. 24.

*6* Amnesty International, 2016, *This is What We Die for: human rights abuse in the Democratic Republic of the Congo power the global trade in cobalt*, p. 17.

*7 Ibidem*, p. 34

of mines focused on the draft law's fiscal provisions. These pressures led the government to abandon the reform project[8] .

The 2002 Mining Code and the 2003 Mining Regulation state that in order to obtain an exploitation license, a company must provide the mining registry with an impact study and an environmental management plan, as well as a plan detailing the project's contribution to the development of the surrounding communities. An open and transparent consultation process must follow to develop such studies. The law also details that the mining company must conduct information sessions to educate the locals about the mining project including how the land will be transformed and what will be the impact on the environment.

Social Corporate Responsibility (CSR) is a practice that became internationally popular at the beginning of the 1980s, to ensure that a company monitors its compliance with all law and ethical business standards, at national and international level, including environmental and labour laws. Although some DRC mining companies try to comply with it - for instance KCC engaged into a community consultation, following the pressure made by the ONG Action pour la Défense des Droits Humains (ADDH), and it resulted in the promise of completing the construction of a well - many others do not[9] .

In the last three years, a shift in the demand for minerals took place: in particular, the global demand moved from copper – whose major players were Gécamines, KCC and Glencore – to cobalt. This can be understood in light of the fact that cobalt is a pivotal raw material in the global market of portable technology and electric vehicles, and it is hard to replace. The World Economic Forum defined the paradigm shift in the use of batteries as the fourth industrial revolution. The dark side of this revolution is that more than half (66%) of the world's demand for cobalt is met today by a single region, which is southern DRC (ex-Katanga) and by 2020 this share is expected to reach 70%. About 20% of the cobalt exported from the DRC comes from Artisanal and Small-scale Mining (ASM), a poorly regulated business that, according to a 2014 UNICEF report from former Katanga, engaged a number estimated of 40,000 children and more women in dangerous and unhealthy conditions [10].

Investigations aiming at assessing risks along the global supply chain of cobalt found that most buyers/traders would acquire minerals regardless their provenience; they would sell the products to larger companies in DRC, which process and export them[11].

One of the largest companies involved in this process is Congo Don fang Mining International (CDM), a 100% owned subsidiary of China-based Zhejiang Huayou Cobalt Company Ltd (Huayou Cobalt) – one of the world's largest suppliers of cobalt products. CDM buys cobalt from traders, who buy directly from the miners; then, it exports to China. Huayou Cobalt smelts and sells

*8* Jean-Pierre Okenda, Amir Shafaie, David Manley and Thomas Lassourd, 29 Novermber 2016, *Saving DRC's mining law reform*, This is Africa: a Global Perspective, available at http://www.thisisafricaonline.com/News/Saving-DRC-s-mining-law-reform?ct=true

*9* Daudet Kitwa Kalume , 6 March 2017, *How One DRC Community Engaged with Multinational Miners*, Natural Resource Governance Institute, available at https://resourcegovernance.org/blog/ensuring-corporate-social-responsibility-ground-drc

*10* The World Economic Forum, January 2016, *Scoping a Consortium Project: Responsible Sourcing in the Fourth Industrial Revolution- the Case of Cobalt*, pp. 1-2.

*11* The World Economic Forum, September 2016, *Responsible Cobalt Workshop*, p.11.





the processed cobalt to battery component manufactures in China and South Korea. Finally, the batteries are sold to many electronic companies, including Apple, HP, Huawei, Lenovo, Microsoft, Samsung, Sony and Vodafone and, starting in the past couple of years to the giants of the automotive sector which are shifting their models towards electric or hybrid engines (Volvo, VolksWagen, Tesla, BMW) [12] .

## THE POLITICAL AND INSTITUTIONAL CONTEXT

In order to understand the lack of trust of Congolese people towards their institutions, it is necessary to mention politics in DRC more broadly. Colonialism, dictatorship and civil war have characterised much of the country's recent political history.

In 2005, a national referendum resulted in the approval of the country's constitution and electoral legislation approved by the transitional parliament, established the procedures for the general presidential, legislative and provincial elections of 2006-2007. The first multiparty elections in DRC in 40 years. Yet, progress on consolidating the structures and authority of the national democratic institutions and the decentralisation process has stagnated.

The major problem at mining sector level remains the widespread corruption and collusion of authorities with multinationals and businesses. This is made clear by the Thierry Michel documentary "Katanga Business"[13] , where it emerges the common practice of agreeing on sharing profits between companies and politicians, while neglecting salaries and repressing strikes by using violence.

On 5th February 2007, for the first time since 1960, the people of DRC democratically elected their government. However, despite some progress in the stabilisation of the political life and establishment of institutions of the Republic, many political positions remained unelected. The muchanticipated local elections, which would see a decentralisation of political decision making and management of resources, as well as the election of local key political positions has been stalling repeatedly. Local positions of power, such as the provincial Governor and the local mayors remain political appointments, which mean that the electorate has no democratic power over political positions at closest proximity to them [14] and nowadays the election in DRC has been pushed up to 2019 argued CENI things are not yet ready and no money to organised election.

**At the community level, people have the impression that the government ignores the artisanal mining communities and that the residents of the more affluent communities in Kolwezi consider them as *violent, useless and worthless***. The government and the mining companies take no responsibility, as was evident in the lack of investment in basic infrastructures and services.

*12* Amnesty International, 2016, pp. 8-9.

*13* Thierry Michel, 2009, *Katanga Business*, available at https://www.youtube.com/watch?v=19Jt5DHTpHI&t=2175s

*14* Marques, World Education Foundation, 2015, *Feasibility Report,* p. 21.

The key local government institution is the office of the Governor of the Lualaba Province. The Governor oversees the entire area that borders this part of the Congo with Zambia and Angola. Another important role is covered by the Mayor of Kolwezi (la Maire). This office has jurisdiction over the entire Kolwezi district. In the project area, the Mairie oversees two urban Communes (Dilala and Manika) and two largely rural Territories (Mutshatsha and Lubudi). The distribution of resources is heavily weighted towards the urban areas. The local activities and projects of sectorial ministries are coordinated via the Mairie, and priorities for development planning function, but the office of the Mayor annually produces an overview of the area socio-economic needs.

During the most recent mining boom, which came to an abrupt halt in 2008, private mining companies, in the ex-Katanga region in general and Kolwezi in particular, began to provide employment and to take on or assist the Congolese state to carry out a limited range of functions concerned with controlling natural resources. This assistance partly masked the shortcomings in the government's management of the country's natural resources[15] .

## HUMAN RIGHT ABUSES

Working in mining is hazardous and dangerous at least in two ways: there are dangers related to accidents and health. With regards to health, the World Health Organisation (WHO) states that there can be both long term and short-term effects. Firstly, the continuous exposure to dust containing cobalt can lead to "hard metal lung diseases", causing respiratory sensitisation, asthma, shortness of breath and decreased pulmonary functions. The exposure to these dusts can also result into dermatitis. The DRC Mining Code (2002) and Regulation (2003) does not provide any guidance to this regard or indications on how to handle any toxic metals and substances, but mercury. By contrast, many national and regional bodies provide with guidelines on safety for people working with cobalt. However, evidences of investigations carried out by Amnesty and Afrewatch show that most of workers do not use any protection when working in the sector.

Mines can also be a dangerous place where to work if not built properly. Many accidents take place, mostly because of tunnels' collapses. When interviewed, workers stated that they risk injury or death whenever they go underground and that accidents are common. In addition, many accidents are not even reported, as miners do not want to be exposed to the authorities, as they often are not allowed to mine.

*15 Ibidem*, p. 22.



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## CHILD LABOUR IN THE ASM OF KOLWEZI

In October 2013, the National Government of the DRC published a decree authorizing the creation of child protection network to fight against child labor at the provincial level and extending applicable activities to the provinces. However, the Government has yet not adequately funded the three existing provincial committees and did not established additional committees during the reporting until 2014.[16] In March 2016, a Child Protection Committee has been formed in the new Province of Lualaba, where BP representatives have been invited to participate and contribute to the design of the activities. However, due to lack of funding and organizational issues, the Committee has not yet began to implement concrete actions.

On 30th August 2017, the national Minister of Employment and Social Security (*Emploi, Travail et Prévoyance sociale*), Lambert Matuku Memas, **reaffirmed the commitment of the DRC to eliminate by 2025 all the worst forms of child labor in all areas in general and in the mining sector** in particular at the workshop in Kinshasa with the key stakeholders and human rights observers such as Amnesty International. Bon Pasteur's Director participated in the workshop and BP's child protection model was recognized as a good practice at the national level. In that occasion, the Government relaunched the National Action Plan for Child Labour Eradication offering additional support of all ministries to the committees working on these areas. Which means work is in progress at the Provincial level to define a sound action plan in the Kolwezi area. **BP has been asked to play a relevant role in the design and implementation of such strategy, transferring the know-how acquired in the past five years and supporting the planning [17].**

**Reliable available data documenting prevalence of child labour in the whole country are yet not available. In 2014 UNICEF estimated that approximately 40000 children worked in the mining sector in Katanga**, whereas a more recent research by Berkeley University CEGA[18] , estimated lower numbers (between 4,700 and 20,000). In its 2016 report, Amnesty affirmed that children in the cobalt mining sites are exposed to health risks, deprived of education, face physical abuses, and are financially exploited[19] .

Bon Pasteur's 2013 original survey[20] conducted in the ASM of Kanina/Domaine Marial found that overall, **70% of children aged 8-12 years and 65% of adolescent girls aged 12-16 interviewed were involved in child labour.** 64% of those children worked in mines and were at risk of long-term arthritis, rheumatism and cancer and short-term eye injuries, respiratory illnesses. **Child absenteeism from school of two days or more per week ranged from 60% to 75% due to children labour to contribute to family income and to eat.** The work that they carry out in

*16* 2015, ILAB *Findings on the worst forms of child labour*, DRC

*17* "In 2015, the Democratic Republic of the Congo made a moderate advancement in efforts to eliminate the worst forms of child labor. The National Labor Council approved the National Action Plan to fight against Worst Forms of Child Labor, originally drafted in 2011, and submitted the report to the Cabinet for approval and adoption. However, children in DRC continued to engage in the worst forms of child labor, including in the gold minings, cassiterite (tin ore), coltan (tantalum ore), and wolframite (tungsten ore). The prescribed penalties for forced or compulsory labor remain low and do not serve as deterrents. Decentralization, a lack of resources, and poor coordination have hampered the Government's efforts to fight against child labor, and laws mandating free primary education are not enforced.(…)"

*18* Faber Benjamin, Krause Benjamin and Raùl Sànchez de la Sierra, 6 May 2017, *Artisanal Mining Livelihoods, and Child Labour in the Cobalt Supply Chain of the Democratic Republic of Congo*, Centre for Effective Global Action, UC-Berkeley

*19* Amnesty International, 2016, pp. 18-32

*20* GSS/GSIF Research, *Violence and abuse against women, girls and children in artisinal mining communities of the DRC,* 2013

relation to these occupational hazards included: **crushing rocks to extract minerals; quarrying; and carrying rocks.** Income from children could be significant ranging from USD 0.54 per week to USD 15.89. When allowed to keep a proportion of the income earned 31% spent it on food due to the level of hunger in the community. BP's Study also found that children were exposed to hazards affecting the development: cuts and bruises, eye problems, skin irritations, fatigue, extremes in heat; dust, gas and fumes; and loud noise. The Study found that the children were told to go to the mines predominantly by their mothers (47%), followed by their fathers (21%). In 14% of cases, the children went on their own accord to earn money. It is notable that when children were sent to work, they did not do so to accompany a parent, but in most cases went to accompany siblings (40% of cases) or friends (28% of cases). They only accompanied their mothers in 16% of cases and their fathers in 7% of cases.

The exploitation of children's labour has profound effects on children's development and learning. Over a 5-week period, teachers surveyed the level of absenteeism among the children who consistently worked in the mines. The volunteer teachers found that between 50% and 75% of those children who worked in the mines missed two or more days of schooling per week. Despite the efforts of the community to provide free community informal education to their children, income poverty is resulting in disrupted education for those children whose families continue to rely on the earning power of their children. Absenteeism was higher amongst girls than boys, further exacerbating gender disparities in educational attainment.

Paradoxically, the main reason given by the children for being sent to work in the mines was in order that they could pay for their schooling (36% of cases), followed by poverty (32% of cases), hunger (25% of cases), and to help a sibling or parents when they went to work in the mines (7% of cases).

All the children gave all or the majority of their earnings to an adult or older sibling. In some instances the child was allowed to keep some of their earnings; this was usually in cases when the father had asked the child to go and work rather than the mother. The percentage of children keeping a small amount of their earnings per week ranged from 20% of children per week to 55 % per week. The average amount that children kept for themselves was 416 CF (USD 0.45), although in one exceptional case a child was allowed to keep 4000 CF (USD 4.35) which was used to buy a chair they could use when they went to school.

The purchases of the children give an insight into their needs. Like all children, a significant number spent their money on lollies and cakes (7% and 8% of cases respectively), but the children also used their money for basic needs such and clothes, underwear and shoes (20% of cases) and items for school (19% of cases). However, in the majority of cases, the children bought food such as maize meal (16% of cases).

The Study also found that children suffered psychological and physical abuse when engaged in work. 40% of children reported that they were constantly shouted at, 50% that they were repeatedly insulted, and 35% that they were beaten physically.

In addition, a more recent survey conducted by the Bon Pasteur Child Protection team in August 2017 in the main mining sites around Kolwezi, reported that **approximately 80% school-going-age children in the area of Kanina do not go to school, and mostly work regularly or occasionally, in the artisanal mines**. Moreover, only one every five children in this category, attends school regularly and contribute to the revenue and livelihoods of their families.

Kids surprised working in a ASM site.

A woman and her children getting water to river in Kabamba.

# TARGET SITES

For the general socio-economic background, we refer to the 2016 application and to the detailed version of the 2018-2022 Strategic Plan. The socio-economic conditions of the first community involved in Bon Pasteur's program, Kanina, have been thoroughly investigated and documented in the 2013 Bon Pasteur (BP) research report and Strategic Plan conducted in partnership with the Scottish NGO Youth for Economic Justice. Additional surveys ad researches have been conducted by the BP's team between 2016 and 2017 in other sites, where the communities suffer from human rights abuses very similar to the ones in Kanina, the BP team decided to gradually integrate six new sites in the development of its activities over the next five years.

In five of these sites, Bon Pasteur has initiated between 2015 and 2016 a process of consultation and engagement through a few community development activities in the context of the "Promines" initiative, a World Bank-funded project coordinated by World Vision, where Bon Pasteur has been invited to partner in 2015. When the Promines project ended in November 2016, Bon Pasteur committed to carry on the activities with these local communities, to ensure continuity of vital services for children, girls and women.

In August 2017, the BP team met with the population of these sites: **Kabamba, Mukoma, Kapata and Musonoie**, located in a range of 30km from Kolwezi, organising focus groups for baseline data collection. Between October 2017 and February 2018, the Bon Pasteur team has also visited the ASM in Kasulo and in Shabara to assess their living and working conditions in and around the local artisanal mining sites.

The research found that the families living in these communities are affected by the following problems:

- **Lack of basic infrastructures** (roads, electricity, potable water) and extreme isolation. Although the villages are located not far from Kolwezi, the absence of viable roads and vehicles, make it impossible for the people to leave their villages even in cases of emergency. In the case of Mukoma, the village has been fenced-in the Chemaf concession, making the people of the village ask permission to get in and out of the area to reach the nearest town.
- **Extremely poor and unhealthy housing**. The buildings assigned for schooling in the villages (where present) are too small to host all the children and not adequately equipped. Due to the isolation, it is difficult to find teachers, nurses and doctors willing to community from the town for provide services.
- **Women and girls are generally illiterate or semiliterate**, and lack professional skills and financial resources to run income generating activities. Agriculture and animal rearing, where present, is for pure subsistence.
- **The majority of men work** in the mining sector, extracting, washing, processing cobalt and copper, but they are not organised in a way to obtain a fair price from the traders, who have forms a sort of informal cartel, therefore they can't get enough income to ensure decent nutrition and housing for the families. In all the villages - except Kasulo and Shabara - the miners are organised in informal cooperatives, not registered with the Ministry of Mines (SAEMAP). These informal coops cannot negotiate effectively with the buyers and the larger companies and don't advocate adequately for the rights of the miners. For instance, the miners don't receive adequate education on labour safety, nor tools and equipment, to avoid health risks and accidents. In Kasulo, even though there is a cooperative of miners, the individual miners are not aware of their rights, they have minimal negotiating power and their working conditions are exploitative.

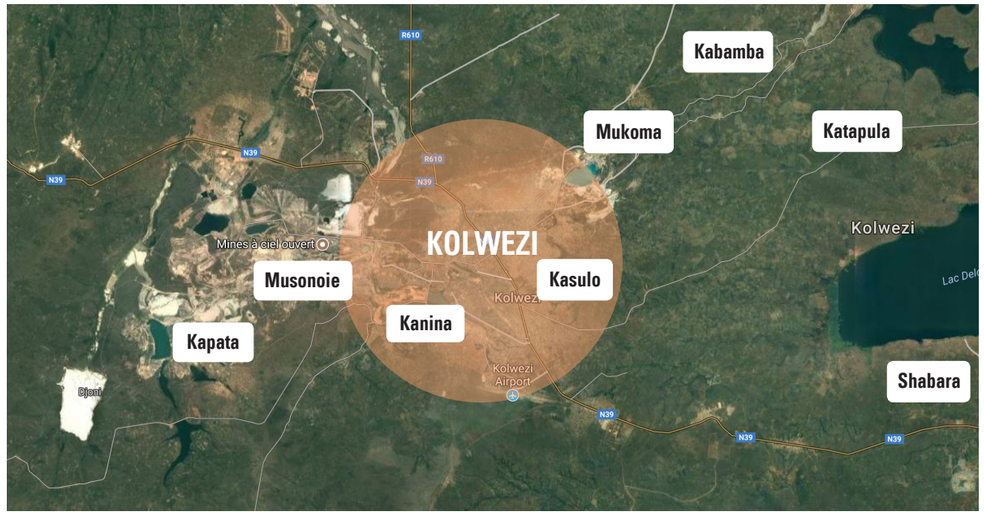




In some case (Mukoma) the families are at-risk of eviction from the land where they have been installed for decades. Generally, there is the widespread feeling that the government should invest more in improving the infrastructures and the security systems to protect these community's assets, and it should enforce the mining code demanding mining companies more significant investments to foster community development and better working conditions for the miners. From the discussion with the local population, it was clear that social cohesion represents an objective to achieve, in light of seeking harmonious and sustainable development. In the table below we present the detailed information collected between August 2017 and February 2018. and November 2017.

Within the present five-years plan, Bon Pasteur aims to gradually initiate the proposed activities in the sites indicated below, provided that the necessary finalncial resources and local conditions are present. Based on the information available and the preliminary work already developed, as of February 2018, with adequate funding, the program can be initiated in the sites of Kabamba, Mukoma, Kapata and Musonoie. To start the activities in Kasulo and Shabara, there is a need of additional investigation and interaction with the local population.

## TARGET SITES MAP



Kabamba man cleaning minerals

Artisanal miners form Kabamba by the lake where to wash the minerals



| SITE* | TARGET POPULATION | STATUS | Socio-economic conditions | PLANNED ACTIVITIES |
|---|---|---|---|---|
| **KANINA**<br><br>Situated in the immediate periphery west of Kolwezi.<br>85, 000 estimated total inhabitants.<br>Adult population mostly involved in ASM.<br>Located near the Gécamines, KCC, and COMMUS mining sites. | • 2,958 direct beneficiaries:<br>• 1,480 children 8-14 years<br>• 390 girls 14-18 years<br>• 288 boys 14-18 years<br>• 670 women<br>• 130 Men<br>• 14,130 indirect beneficiaries | Ongoing activities since 2013:<br>• Child protection and empowerment program through holistic care (“prise en charge globale”) by social workers, including healthcare and family checks, nutrition supplement and psycho-social support;<br>• Informal school for children for mainstreaming in the formal schooling system;<br>• Literacy and numeracy for women and girls;<br>• Awareness raising on children, girls and women rights;<br>• Community mobilization and sensitization on enforcement of Mining Code;<br>• Training and support to start-up of income generating alternative livelihood projects (coops for agriculture, fish-farming, animal husbandry) for women;<br>• Skills training for girls and women in dress-making, catering and cooking;<br>• Microfinance for girls and women. | • 80% of children have no access to basic education<br>• Access to medical care is low, and use of traditional care is widespread<br>• Average daily expenditure for families (8-10 members) in the range of 1-5 USD<br>• Low level of savings among households | • Increase the number of children involved in the Child Protection project;<br>• Extend the areas for agriculture for the current cooperatives;<br>• Improve productivity and profitability of the livelihood program through a sound marketing and business plan;<br>• Provide opportunities to attend technical secondary school for boys after graduation. |
| **MUKOMA**<br><br>Located 13 km from Kolwezi, nearby the concessions of the mining company Chemaf SARL, a branch of Shalina Resources Ltd.<br>The village accounts for 12,000-15,000 inhabitants. The village existed since 1951, including the sub villages. The community faced illegal relocation by the mining company CHEMAF. | • 1,032 direct beneficiaries<br>• 500 children 8-14 years<br>• 100 girls 14-18 years<br>• 100 boys 14-18 years<br>• 280 women<br>• 43 men<br>• 4,522 indirect beneficiaries | The community was involved in community development activities under the PROMINES project.<br><br>Based on the survey conducted in August, most children do not attend school for lack of infrastructures and isolation. | • Schools are not existent or in poor conditions; 60% of children have no access to school<br>• No local health centre (people need to walk 5 km to access basic medical care)<br>• No access to drinking water<br>• Children eat once a day - High malnutrition rate.<br>• Average daily expenditure for families (8-10 members) in the range of 1-5 USD | • Set up an integrated child protection system;<br>• Awareness raising on the rights of children, girls and women;<br>• Organise informal school for remedial classes for children;<br>• Literacy and numeracy programs for girls and women;<br>• Livelihood programs for women;<br>• Vocational training for girls. |

| SITE* | TARGET POPULATION | STATUS | Socio-economic conditions | PLANNED ACTIVITIES |
|---|---|---|---|---|
| **KAPATA**<br><br>Located 14 Km from Kolwezi, counts 17,543 inhabitants. It is registered as a village founded by Gécamines, in a neighbourhood of artisanal mining excavations, surrounded by two mining concessions (KCC and SICOMINES, a Chinese company). | • 1,416 direct beneficiaries:<br>• 500 children 8-14 years<br>• 250 girls 14-18 years<br>• 271 boys 14-18 years<br>• 320 women<br>• 75 men<br>• 5,298 indirect beneficiaries | The community was involved in activities of the PROMINES project.<br><br>During the site visit, the research team observed the presence of children, women and girls working in the washing site of minerals. | • 80% of children don't attend school<br>• Children eat once a day. High malnutrition rate.<br>• 20% of the households practices agriculture and 40% own small livestock<br>• Average daily expenditure for families (8-10 members) in the range of 1-5 USD | • Set up an integrated child protection system;<br>• Awareness raising on the rights of children, girls and women;<br>• Organise informal school for remedial classes for children;<br>• Literacy and numeracy programs for girls and women;<br>• Livelihood programs for women;<br>• Vocational training for girls; |
| **MUSONOIE**<br><br>Located 7 km from Kolwezi, counts 41,967 inhabitants, near the Gécamines. Since january 2016, the community of Tshipuki, part of Musonoie started to excavate minerals within their parcel. COMMUS Mining company operates in this area too. | • 1,379 direct beneficiaries:<br>• 500 children 8-14 years<br>• 220 girls 14-18 years<br>• 271 boys 14-18 years<br>• 300 women<br>• 88 men<br>• 5,090 indirect beneficiaries | The community was involved in activities of the PROMINES project. In August the research team observed high prevalenze of alcohol abuse, prostitution, early pregnancy, and worst forms of child labour. | • 60% of children have no access to basic education<br>• 20% of the households practices agriculture and 40% own small livestock<br>• Average daily expenditure for families (8-10 members) in the range of 1-5 USD<br>• 1% of households is saving | • Set up an integrated child protection system;<br>• Awareness raising on the rights of children, girls and women;<br>• Organise informal school for remedial classes for children;<br>• Literacy and numeracy programs for girls and women;<br>• Livelihood programs for women;<br>• Vocational training for girls; |



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| SITE* | TARGET POPULATION | STATUS | Socio-economic conditions | PLANNED ACTIVITIES |
|---|---|---|---|---|
| **KASULO**<br><br>Located 4 km from Kolwezi, recently taken as CDM concession. Estimated 73,929 inhabitants, of these 11,000 estimated artisanal miners. | • 10,105 direct beneficiaries:<br>• 1,000 children 8-14 years<br>• 580 girls 14-18 years<br>• 655 boys 14- 18 years<br>• 870 women<br>• 7,000 artisanal miners<br>• 31,830 indirect beneficiaries | The community has just been contacted for a preliminary survey in November 2017.<br><br>The families living within the concession will be relocated from Kasulo to Samukinda (10 km). It is a conflict- prone community, with high rate of prostitution and child labour.<br><br>The majority of people excavate minerals within their parcel without security protection. The ground is fractured and the environmental risk for cave-ins and landslides is extremely high. | • School infrastructure and health facilities are available but inadequate<br>• Community members depends heavily on artisanal mining activities<br>• Tiny portion of them practices also agriculture and small livestock farming<br>• A large number of children work in artisanal mining around the CDM concession<br>• Small portions of community members are saving | • Set up an integrated child protection system;<br>• Awareness raising on the rights of children, girls and women;<br>• Organise remedial classes for children;<br>• Literacy and numeracy programs for girls and women;<br>• Livelihood programs for women;<br>• Vocational training for girls;<br>• Educate men digging in the CDM site on their rights according to the Mining code and duties of mining companies according to OECD guidelines; support formalization of the miners cooperatives; facilitating negotiations with CDM for improved safety and payment conditions; education on responsible parenting, basic literacy in finance and creation of saving group; awareness on HIV/AIDS and reproductive health, psychological support for artisanal miners. |
| **KABAMBA**<br><br>Located 20 km from Kolwezi, by the Chemaf concessions. Estimated 1,200 families. It is a homogenous village and the majority of people relay on washing of minerals done near their household. | • 1,147 direct beneficiaries:<br>• 500 children 8-14 years<br>• 170 girls 14-18 years<br>• 100 boys 14- 18 years<br>• 330 women<br>• 47 men<br>• 4,578 indirect beneficiaries | The community was involved in activities of the PROMINES project. | • School infrastructure is non-existent; 80% of children are attending school<br>• No local health centre (people need to walk 6 km to access basic medical car<br>• No access to drinking water<br>• Children eat once a day .High malnutrition rate.<br>• 50% of households practice agriculture and small livestock farming<br>• Average daily expenditure for families (8-10 members) in the range of 1-5 USD<br>• 5% of households are taking part in saving groups | • Set up an integrated child protection system;<br>• Awareness raising on the rights of children, girls and women;<br>• Organise informal school for remedial classes for children;<br>• Literacy and numeracy programs for girls and women;<br>• Livelihood programs for women;<br>• Vocational training for girls;<br>• Support to boys income generating activities (bakery);<br>• Microfinance |

| SITE* | TARGET POPULATION | STATUS | Socio-economic conditions | PLANNED ACTIVITIES |
|---|---|---|---|---|
| **KATAPULA**<br><br>Located 30 km from Kolwezi town, near by the Chemaf concession.<br>Estimated 1688 families.<br>It is a homogenous village and the majority of people relay on fishing and washing of minerals. | • 1,179 Direct beneficiaries<br>• 350 children 8-14 years<br>• 169 girls 14-18 years<br>• 270 boys 14-18 years<br>• 335 women<br>• 55 Men<br>• 3,843 indirect beneficiaries | Some youth and men from the near village of Kabamba have trained small groups of men and boys in microfinance and savings in 2016-17.<br><br>These groups are now willing to scale up their activities and integrate with other educational and community development work. | • 78% of children do not have access to education (due to poverty and insufficient school infrastructure)<br>• A health centre is available<br>• Community members livelihood is based on fishing, agriculture and artisanal mining<br>• Average daily expenditure for families (8-10 members) in the range of 1-5 USD<br>• Community members have set up and run a saving group | • Set up an integrated child protection system;<br>• Awareness raising on the rights of children, girls and women;<br>• Organise informal school for remedial classes for children;<br>• Literacy and numeracy programs for girls and women;<br>• Livelihood programs for households;<br>• Vocational training for girls;<br>• Support to boys income generating activities (bakery etc );<br>• Microfinance |

*As of February 2018, data are not available for the Shabara site.





# STAKEHOLDER ANALYSIS

The range of stakeholders of the program is broad and keeps expanding as the cobalt mining area around Kolwezi assumes an increasingly prominent role at the global level:

### The Mining Sector:

Partnerships with GSS have intensified following the Amnesty report "This is What We Die For" and the 2016 OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas and the included Practical Actions for Companies to identify and address the Worst Forms of Child Labour in the minerals supply chain. Very few Large Mining Companies (LMC) in Kolwezi (CDM/HUayou and ERG), which joined the Responsible Cobalt Initiative (RCI) have committed to implement a strategy to respond to the risks of child labour as recommended the guidelines, in particular by "*contributing funding to local civil society which are working to eliminate the worst forms of child labour".*

### Governmental Agencies:

Partnerships with the Provincial and town government offices has potential for growth, particularly with the ministries of Gender, Family and Child; Education and Health, Planning, Social Affairs, SAESSCAM, the Mayor of Kolwezi, District and Zonal Health and the newly installed CPP Police Unit. BP has been recognized as a key organization in child labour eradication and has been involved in the plans to implement the new National strategy to reduce WCFCL in supply chain of minerals (cobalt). The Zonal Health Unit has recognized BP as a strategic partner in promoting community-based health and as a periodic beneficiary of basic medication provisions.

### Multilateral Agencies:

UNICEF and the regional (ex-Katanga) Social Affairs Division organized two `workshops in Kolwezi with the aim of strengthening the child protection system and building the capacity of stakeholders in the sector, in which Good Shepherd was invited to participate, among other stakeholders. Following the participation at the OECD Forum on Mineral in May 2017, BP and GSIF agreed with World Economic Forum (WEF), PACT (NGO), UNICEF and International Justice Mission (IJM) to coordinate actions for child labour eradication under the umbrella of the Global Battery Alliance, a multi-stakeholders group of interest including large companies members of WEF and civil society organisations interested in eliminating human rights violations in the cobalt supply chain

### Research Institutes:

In 2017, Bon Pasteur and GSIF decided to partner with the Columbia University (new York) CPC Learning Network at Mailman School of Public and the Bukavu Catholic University to conduct a qualitative research analysis on the BP CPP to systematize and prepare a toolkit for future scaling and replication on other sites.

### Funding Agencies:

The program is funded by various international foundation, including **Misean Cara, Oak Foundation, Harris Fraser VCF, USAID, Rotary Club.** Audits and evaluations conducted until 2017 have been positive and reaffirmed the interest of these donors to continue funding the program in the future. The **German Society for International Cooperation (GIZ)** is currently working closely with the Congolese Government and willing to support the scaling and extension of the BP program.

### Other Faith-Based Organisation:

The Salvatorian Sisters are willing to continue assisting girls from the program with health and hygiene courses and supporting the nutritional supplements for malnourished children. Notre Dame Sisters provide services in the area of psychological support to women who are victims of sexual abuse. The Health Centre Le COMFORT and the KANINA Health Centre, will continue and treatments for the children.

Working conditions in the mining site of Kasulo.

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## STAKEHOLDER'S MAPPING

| NAME | Type Of Actor | HOW CAN IT HELP THE PROGRAM TO BE SUCCESSFUL<br>It can provide the projects with |
|---|---|---|
| **AGRIPEL** | Ministry | • Materials (seeds);<br>• Authorisations;<br>• Training on agriculture and husbandry activities<br>• Technical support |
| **MFF** | Ministry of Family, Youth and Women | • Material;<br>• Authorisations;<br>• Brevets scolaires d'attitude |
| **KCC – Glencore** | Mining company | • Funds;<br>• Material;<br>• Equipment;<br>• Food |
| **SNV** | Dutch NGO recommended by ERG | • Agriculture and husbandry's support<br>• Technical assistance;<br>• Business plan;<br>• Marketing ; |
| **CHEMAF** | Mining company | • Access to their mining concessions to work with the communities<br>• Funds to build community infrastructures in their concessions and to start alternative livelihoods activities. |
| **CDM/HUAYOU** | Mining company | • Access to their mining concessions to work with the communities<br>• Funds to build community infrastructures in their concessions and to start alternative livelihoods activities. |
| **USAID** | Government agency | • Materials and support for CCP through the ACCELERE program |
| **GIZ** | German Cooperation | • Assistance and support on different issues |
| **IDAK** | Local business network | • Technical training |
| **ADDH** | Local NGO | • Training on advocacy and community rights |
| **CAJJ** | NGO | • Can provide with legal consultants |
| **IBJDH** | | • Human rights training;<br>• Agricultural resources |
| **Provincial Committee on natural resources** | Public | • Support in advocating activities |
| **Health Centre** | | • Free medical services for children |
| **Zones de Santé** | | • Training;<br>• Material;<br>• Data and statistics |
| **Chef de Quartier** | Public Institution | • Authorisations for the activities |
| **Chef de terre** | Public Institution | • Spaces and land for agriculture |
| **Formal School** | Public Institution | • Reintegration of children after they finished the GS' schooling program |
| **Media** | | • Advocacy activities |
| **Volunteers** | Private individuals | • Materials<br>• Funds |
| **GSIF** | NGO | • Funds;<br>• Materials;<br>• Training;<br>• International advocacy;<br>• Software |

| NAME | Type Of Actor | HOW CAN IT HELP THE PROGRAM TO BE SUCCESSFUL<br>It can provide the projects with |
|---|---|---|
| **Major, Police, Governor** | Public institutions | • Authorisations;<br>• Justice;<br>• Security |
| **SAESSCAM** | Public Institutions | • Help identify the sites where there are children at risk<br>• support in identifying the artisinal miners<br>• facilitate registration and formalization of ASM<br>• enforcement of Mining Code provisions for ASM workers |
| **Provincial Committee for children' protection** | Public Institutions | • Facilitate implementation of national plan to eradicate child labour<br>• Promotion of multistakeholders initiatives |
| **DIVAS** | Public service | • Service provision |
| **GSS congregation-GSS Ngo at UN** | GSS NETWORK | • Funds;<br>• Training;<br>• Networking;<br>• Advocacy at the UN level<br>• Networking for international meetings and conferences |
| **DGM –VISA** | | • VISA for international travels |
| **Porticus** | Private institutions | • Funds, training |
| **Misean Cara** | Private institutions | • Funds |
| **Rotary Club** | Private institutions | • Funds |
| **Italian Bishops Conference** | Private institutions | • Funds |
| **Harris Fraser (Hong Kong)** | Private institutions | • Funds |
| **OAK Foundation** | Private institutions | • Funds |
| **Africa Direct** | Private institutions | • Funds |
| **UNICEF** | Public Multilateral Organisation | • Expertise |
| **World Economic Forum** | Multilateral Organisation | • Expertise<br>• Networking for fundraising<br>• Networking for advocacy and lobbying of industries |
| **Les réseaux de défenseurs des droits humains de Kolwezi** | NGO | • Training and legal advice |
| **MONUSCO** | | • Security |
| **PACT** | NGO | • Awarness raising<br>• Advocacy at national and international level<br>• Partnering/training on traceability sistems |
| **Afre Watch** | NGO | • Awarness raising<br>• Training on human rights<br>• Advocacy at national level |
| **IJM** | International NGO | • Training and on justice, human rights and support in advocacy for improved service provision from public agencies. |
| **Amnesty International** | International NGO | • Awarness raising<br>• Training on human rights<br>• Acces to international fora<br>• Pression on mining companies and government |
| **Columbia, Bukavo Catholic University** | Universities | • Research<br>• Documents<br>• Trainings |
| **Alfalit** | Private organisation | • Literacy program for adults |



*Bon Pasteur Kolwezi* | **THEORY OF CHANGE**

# BON PASTEUR THEORY OF CHANGE

Bon Pasteur Kolwezi has elaborated a plan for the next five years informed by a broad consultation of the communities involved and with their local and international stakeholders. The plan will consolidate the current BP's program activities in the village of Kanina and will guide its gradual expansion towards new artisanal mining communities located in the span of 30 km around the town of Kolwezi, within the Lualaba province.

## Vision of Bon Pasteur Kolwezi

An inclusive and democratic Congolese society where the rights of girls, women and children are respected, protected and promoted.

## Values of Bon Pasteur Kolwezi

- Justice & Peace
- Respect, Inclusion & Equality
- Partnership & Collaboration
- Integrity, Transparency & Zero corruption
- Compassion & Zeal

## Long-term Goal (Impact): the change Bon Pasteur wants to achieve

**19,000+ people**, including 1,879 girls, 3,105 women, 9,393 men and boys and 4,830 children, **from 8 villages in the cobalt Artisanal and Small-Scale Mining area 50 km around Kolwezi (Lualaba, DRC**) whose basic human rights have been systematically denied, **will enjoy more dignified, healthy and productive lives**.

## Outcomes

Bon Pasteur has identified a number of pre-conditions that need to be in place in order to deliver the envisioned long-term goal. These pre-conditions have been thoroughly analyzed and some of them have been assumed as Outcomes to be achieved within this Plan, in some cases these outcomes cannot be achieve without the support of external partners, in other cases Bon Pasteur plans to achieve them on its own. The Outcomes have been mapped according to their causal connection.

The final structure presented below, illustrates **Bon Pasteur's pathway towards change.**

The Final Outcomes of the Theory of Change illustrated below, represent the key pillars of Bon Pasteur's model of intervention. They complement each other in a **holistic and integrated model of social protection and community development** which has proven to be a good practice in achieving social change in the context of the DRC artisanal mining communities.

**Outcome 1: ALTERNATIVE LIVELIHOODS** THAT ARE SUSTAINABLE AND SECURE

Women in the targeted artisanal mining communities have increased their income through sustainable farming and other income-generating activities and improved the food security and overall living conditions of their families.

**Outcome 2: SAFE SPACES** CREATED FOR CHILDREN, GIRLS AND WOMEN

By extending the Bon Pasteur model of community-based protection of children, girls and women, they will be safe from human rights violations, such as the worst forms of child labour and gender based violence. In such safe spaces, they will be able to access basic human rights, such as education, healthcare and skills training fostering their physical, psychological and social development.

**Outcome 3 EMPOWERED CHILDREN** THRIVE OUTSIDE THE MINES

The children of the targeted communities will be supported by social workers, teachers, psychologists, nurses and their parents to quit work in the mines and develop their full potential, through age-appropriate, physical, psychological, intellectual programs, in schools and in secure community settings.

**Outcome 4: STRENGHTENED ARTISANAL MINERS** IMPROVE THEIR WELL-BEING AND WELFARE.

The targeted artisanal miners (*creseurs*) improved their working and living conditions, through improved community cohesion and effective mobilization and formalization of cooperatives, to ensure the engagement of the government for an equitable distribution of resources and the full compliance of the mining companies to national and international laws and conventions.

**Outcome 5: EFFECTIVE MANAGEMENT** ENSURES PROGRAM SCALABILITY

Through continuous capacity building of staff and improvements of local structures (more reliable internet connection, adequate office space, more vehicles available for the staff to reach isolated communities), Bon Pasteur will be consolidated as a model-program of credible management and good governance ensuring a sustainable expansion of its activities in new sites.

Through this plan Bon Pasteur will contribute to the DRC National Sector Plan to eradicate child labour in the mining sector by 2025, collaborating with the national and provincial committees for child protection, and with other NGOs and public-private platforms such as the Global Battery Alliance at the World Economic Forum and the Responsible Cobalt Initiative, to implement concrete actions to achieve this goal.



*Bon Pasteur Kolwezi* | **THEORY OF CHANGE**

By allowing 4,830 children to quit exploitative work in the mines and in other sectors, Bon Pasteur will also contribute to achieve **Target 8.7** of the Sustainable Development Goals, **"secure the prohibition and elimination of the worst forms of child labour and by 2025 end child labour in all its forms".**

For each Final Outcome, the Bon Pasteur team has identified a number of necessary pre-conditions, illustrated in details in the following hierarchy of outcomes. For each one of the outcomes, Bon Pasteur has listed all the actions deemed necessary to deliver those changes.

Some actions are related to more than one intermediate and final outcome, in an interchanging path that reflects the necessary interconnections between different aspects of the overall program, whose prominent feature is to avoid the "silos" approach and promote holistic development.

Artisanal miner sorting cobalt in Kabamba.

# OUTCOME 1: ALTERNATIVE LIVELIHOODS THAT ARE SUSTAINABLE AND SECURE

According to all surveys conducted in the target sites, extreme poverty is the primary root-cause of the human rights violations identified in the communities: child labour, gender violence, malnutrition, poor health, illiteracy. When children are encouraged – or forced- to quit hazardous work in the mines, without providing alternatives for the parents, less income is available within the family for food, shelter and other basic needs, which leads to worsened living standards and creates the conditions for the parents and the children to accept even worst forms of exploitation (i.e. commercial sexual exploitation, human trafficking for bonded labor or organ harvesting).

The first Strategic Plan of Bon Pasteur focused on providing Alternative Livelihood opportunities, mostly in farming, only to women. This decision was based on many international studies pointing at the effectiveness of investing on women to promote key social change, like preventing children from engaging in hazardous work, enrolling them in schools, improving the family diet and ensuring education for both boys and girls.

Furthermore, in many of the households targeted in the first Strategic Plan of Bon Pasteur, women were the sole bread-winner and care-takers for the children and the extended family, as many of them were widowers – due to accidents in the mines - or single parents. Based on the program's baseline, women and girls were (and still are) the most vulnerable segment of the ASM population, those most affected by poverty, discrimination and violation of basic human rights to safety, education and decent work. Their extremely fragile conditions are largely neglected by the local institutions and significantly exacerbated by traditional mindset and cultural habits that prevent them from enjoying their full rights as citizens and sanction abuse and gender violence.

The results achieved by the BP program so far, demonstrate that when women are aware of their rights and of the risks associated to working in the mines, and when they have gained skills and access to alternative sources of income, they take informed decisions to improve theirs and their children's lives, including vaccinations, enrollment in school, improved shelter, improved food security, birth registration.  For such reasons, in the current plan to achieve the Impact, BP will continue to focus primarily on women to develop activities providing Alternative Livelihoods.

Nonetheless, based on the survey conducted in the new sites in 2017, for the extension of the activities in the new sites BP has registered the need to involve selected groups of men and boys, under specific conditions and selection criteria, in order to achieve the long-term goal of improving the overall socio-economic conditions of the targeted families. This is due to the need to have a larger workforce, especially for heavy-duty work in agriculture and animal husbandry and to avoid tensions within extremely poor communities where unbalanced distribution of resources could lead to increased social tension and fragmentation.



*Bon Pasteur Kolwezi* | **THEORY OF CHANGE**

The key activities to be implemented in the various sites to achieve this outcome, rely on:

a) Reinforcing the existing income generating activities crated by the targeted women in the past three years in the form of cooperatives with robust business and marketing plans and train the members to implement the plan;

b) Identify new income generating activities to engage more women;

c) Continue to train women from old and new sites in financial literacy, farming and animal rearing, including a few selected men;

d) Support women in individual and collective farming and animal rearing to improve self-consumption;

e) Develop income generating activities aimed at supporting into the Program Support Fund which is expected, within the life of the Plan, to defray the costs of some services provided by Bon Pasteur (i.e. nutrition supplement in the informal school) and co-fund its least sustainable activities.

Visit to the ASM community of Mukoma.

## OUTCOME 1 - ALTERNATIVE LIVELIHOODS

| ACTIVITIES | Outcome (early) | Outcome (interm) | Outcome (Final) |
|---|---|---|---|
| 1. Develop toolkit on micro-finance adapted from GS policy;<br>2. Sensitize and train the women on importance of saving and implement saving group activities;<br>3. Select and set-up micro-credit groups in the villages;<br>4. Train supervisors for management and continuous monitoring. | 1.1.1 Women in savings and micro-finance groups improve their financial and saving skills | 1.1 Increased savings in the targeted families | 1. Women in the targeted artisanal mining communities have improved their economic condition and those of their families |
| 1. Develop a market research and business/marketing plan to increase the profitability of the existing and new Income Generating Activities (IGAs) in farming, fish farming and animal husbandry;<br>2. Develop existing IGAs with purchase of equipment;<br>3. Support the establishment of new individual and micro-enterprises for women;<br>4. Continuous financial and technical support to women's IGAs;<br>5. Set-up shop/retail system in the local market for agricultural products, pastry and other IGAs produce;<br>6. Continuous training of women involved in the IGAs. | 1.2.1 Increased profitability of the program's IGAs (new and existing) | 1.2 New and existing Income Generating Activities (IGAs) created by the beneficiaries are independent and sustainable | |
| 1. Conduct training, provide materials and support for the whole cycle of agriculture and orgarnic farming, including inventory of women production;<br>2. Plan with the community the agricultural production calendar;<br>3. Conduct periodic meetings with the individuals and farming groups for planning and problem resolution;<br>4. Organize retail of produce through of shop/depot;<br>5. Follow up with women for agricultural, livestock, and microenterprise activities;<br>6. Regular training of women and men in animal husbandry , poultry and small ruminants;<br>7. Implement and monitor group and individual chicken and small ruminants rearing. | 1.3.1 Increased and improved production from farming and animal rearing activities | 1.3 Women improved their households' food security | |
| 1. Manage the whole cycle of farming for the Programme Sustainability Fund;<br>2. Purchase the necessary equipment to reinforce the current IGA for the PSF;<br>3. Maintenance and improvement of the irrigation system;<br>4. Seek technical support to improve soil fertility and production;<br>5. Planning and implementation of new fish ponds for PSF;<br>6. Extend the infrastructures to increase and diversify animal husbandry. | 1.4.1 Increased profitability of the income generating activities feeding into the PSF | 1.4 The Program Sustainability Fund contributes to support the overall BP activity | |





## OUTCOME 2: SAFE SPACES CREATED FOR CHILDREN, GIRLS AND WOMEN

In the context of the ASM of Kolwezi, children, women and girls are largely neglected by the local institutions and their difficult conditions are significantly exacerbated by traditional mindset and cultural habits that prevent them from enjoying their full rights as citizens. Based on BP's surveys and past experience, traditional culture and new accepted habits imported by internal migrant creseurs sanction child abuse and gender violence (widespread rape, early marriages and pregnancies, dowry payments). To tackle this problem, Bon Pasteur has created a "safe space" in Kanina, which represents an unprecedented initiative for the ASM communities, to readdress gender based discrimination, violence and abuse through an inclusive, community-based approach, integrating formal and non-formal systems for preventing, identifying, reporting and persecuting abuses. Based on the encouraging results achieved to date, BP will strenghten and replicate this model in the new sites where similar conditions have been registered during the recent surveys. The intervention will be based on the following key activities:

**1. Community-based social protection**

The program will consolidate and extend the informal referral system for children, women and girls victims of violence and abuse that has helped a great deal in ensuring an effective pris en charge of each case and the obtainment of justice for the victims. Through social work, outreach services to the people affected for emotional and psychological support, as well as psychological counselling for inner healing and management of trauma, people who suffered from abuse gain self-confidence and are enabled to be reintegrated into family/society. On the other hand, to help prevent further cases of abuse, the project will continue to do awareness raising work with women, girls, local community members (including men) and local leaders. With awareness raising in all social aspects, women will become conscious of the benefits of acquiring legal documents such as National ID Cards and birth certificates, to claim their rights as citizens for themselves and for their children. The program will also continue and extend the services to liaise with relevant government departments and train relevant service providers' e.g health care workers, police and media house staffs, to obtain free services and prevent corruption.

**2. Vocational skill training and economic empowerment for girls and women.**

Over the last five years, the project has seen the benefits of providing girls and women from the ASM access to technical skills as well as literacy and numeracy, business development and finance. Over the next five years the program will reinforce these activities and extend them to new girls and women in other communities.

**3. Health, Hygiene and sanitation**

A healthy community, is a developing community. The project will continue to facilitate training within the community on reproductive health, personal hygiene, nutrition, sanitation, HIV/AIDs and STDs, malaria and other transmitted diseases to build women and girls' well-being and self-confidence and reduce the impact of transmittable and other diseases.

**4. Advocacy of girls and women's rights**

BP will continue to partner with existing networks to promote legislative amendments and eliminate gender based discrimination. BP will keep training women and girls in the community on their rights and on how to access the justice system. BP will build their capacity for participation in decision making, and develop their capacity for action. This activity has seen great impact with the amendment of the family code giving women the enjoyment of rights which they were deprived off, i.e. right for decision making, right to own property and changes in lawful marital age for girls to 18 years old. BP will enable girls and women who have become front line leaders and trainers to raise awareness of girls and women in the new sites on issues of abuse and rights.

Raw cobalt afetr washing and sorting by artisanal miners in Kabamba

Children from the village of Kabamba

| OUTCOME 2 - SAFE SPACES FOR CHILDREN, GIRLS AND WOMEN | | | |
|---|---|---|---|
| ACTIVITIES | Outcome (early) | Outcome (interm) | Outcome (Final) |
| 1. Reinforcing community awareness on human rights of women, girls and children in the existing site and raising awareness in the new sites, through local groups (parishes, churches, schools) with the support of children, girls and women graduated from the BP program, addressing discriminatory cultural and traditional practices<br>2. Planning and delivery of training on the rights of girls, women and children with community leaders according to national laws and international conventions;<br>3. Develop an effective and functioning informal community based group for reporting and referral of violence and abuse against girls and women in the new program sites according to the BP model;<br>4. Conduct quarterly meetings of community healthcare workers, police, social services and social workers CPO, nurses to review the referral systems and discuss cases management liaising with relevant Government services when necessary; .<br>5. Conduct periodic staff training on child protection and women rights; | 2.1.1 The targeted communities are capable to identify and manage cases of abuse and violation of rights on children, girls and women | 2.1 The mentality, culture and practices of members of targeted communities are conducive to preventing violence against women, girls and children. | 2.Community-based systems protect children, girls and women from abuses and promote their holistic development |
| 1. Identify, recruit and train and raise awareness of girls and women in the new sites on their rights according to the DRC family code and promote women leadership;<br>2. Strengthen partnership for improved service provision to girls and women with the relevant public offices (Ministry of Family, Gender, Justice, etc.);<br>3. Establish case management systems in the new sites, including community-based monitoring and evaluation;<br>4. Investigate cases of violence and abuses reported;<br>5. Conduct one to one / group counseling sessions for girls and women in the centers and victims of violence's and abuses<br>6. Conduct group therapy sessions among adolescent girls for trauma management;<br>7. Advocate for girls and women's right at the local or international levels. | 2.2.1 Women, their families and the communities are aware women and girls rights | 2.2 Justice for victims of abuse and violations is enforced in targeted communities | |
| 1. Identify vulnerable adolescent girls and women for enrollment in the training programs (in Kanina in the EEP centre, in new sites, suitable venues will be identified);<br>2. Identify trainers with their own equipment who can regularly travel to the new sites to provide girls and women on-site training;<br>3. Education and training of girls and women in literacy and numeracy, dress-making, catering, hairdressing;<br>4. Equip rental rooms and employ staff for training in the new sites where private trainers are not available;<br>5. Conduct quarterly meetings with girl's parents/guardians on the progress of their children;<br>6. Develop and implement school holiday talent games and girls clubs;<br>7. Monitor and evaluate attendance and proficiency of students;<br>8. Monthly planning and evaluation meeting with staff, M&E and POM;<br>9. Provide graduation certificates based on competencies and organize community graduation ceremonies to celebrate women and girls achievements. | 2.3.1 Women and girls have the necessary professional knowledge and skills to enter the labor market. | 2.3 Women and girls trained by the program have a job or are self-employed and rely on a sustainable source of income. | |
| 1. Plan individualized placement plans for all girls and women who graduate from BP programs;<br>2. Identify, map and sign MoUs with prospect employers at local level for girls and women who graduate from BP training programs;<br>3. Monitor placement plans and employment conditions of girls and women placed through BP;<br>4. Develop business plans for Income Generating Activities (i.e. catering, dress-making) that can employ students graduated from the training program;<br>5. Establish income generating activities to employ students and generate funds for the sustainability of the program. | 2.3.2 More girls/ women trained placed with local employers or self-employed | | |
| 1. Revise and implement curriculum on reproductive health, hygiene, sanitation, nutrition, PMTCT (Transmission Mother to Child HIV&AIDS), others transmitted diseases and first aid;<br>2. Conduct health training for girls and women in the training centers and in the communities;<br>3. Conduct youth sensitization activities on responsible sexual behavior to encourage responsible parenting and reproductive responsibility;<br>4. Medical consultative services for girls /women enrolled in the program and ongoing update of their medical files;<br>5. Develop a working partnership with the local health zones (Public Health service) for referral of medical cases. | 2.4.1 Increases women and girls' education on reproductive health, hygiene and sanitation | 2.4 Improved health, hygiene and sanitation of women and girls in targeted communities | |





# OUTCOME 3: EMPOWERED CHILDREN THRIVE OUTSIDE THE MINES

Bon Pasteur's approach to child protection and eradication of child labor in the cobalt and copper ASM of Kolwezi, is based on the commitment tobreak the cycle of poverty and violence which contributes to perpetrate systemic violations of children's rightsas clearly defined in the International Convention on the Rights of the Child, the constitution of the DRC of 2006, as well as the DRC law N09 / 009 of 10 January 2009.

Bon Pasteur's program, through the work of its Child Protection project, in partnership with the memebrs of the local communities, some religious leaders, parents and children has developed a solid mechanism of self-protection.

In other words, under the BP model, children have developed a capacity to protect themselves, their environment and at the same time their ability to protect other children. Good Shepherd's approach to child-to-child protection strengthens children's power and confidence to take decisions, and positively influence their living environments, building their capacities to resist in difficult situations.

Furthermore, Bon Pasteur's model recognizes that, the first responsibility of child protection belongs to parents or legal guardians, who are at the centre of the "circle of care". Through the strengthening and extension of its model of "community-based child protection", Bon Pasteur seeks to strengthen the capacity of families to care for children who are victims of various forms of abuses, including the worst forms of child labor. Bon Pasteur enrolls these children -and their families- in a number of services, including remedial education and school mainstreaming, social support, psychological support, positive parenting, appropriate health education awareness to ensure a better life of children.

To extend the child-protection program in the new sites, Bon Pasteur will continue to mobilize communities, to raise awareness on the principle that child protection is the responsibility of everybody. Therefore, in order to ensure the well-being of the child, Bon Pasteur will continue to partner with other key actors, including the relevant public services at Provincial, national and international level.

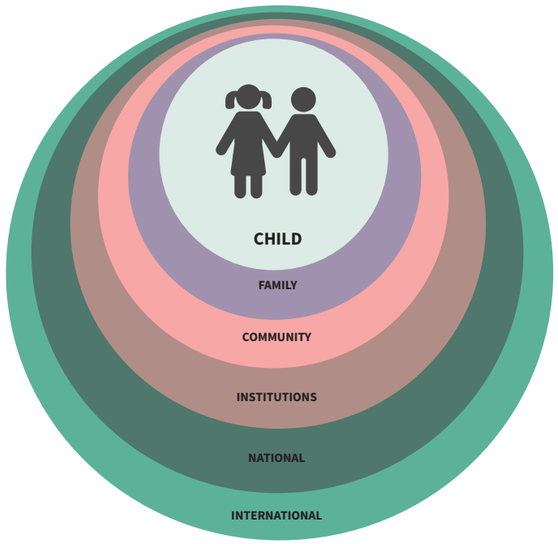
While a comprehensive evaluation and documentation of the model is ongoing, the approach adopted by Bon Pasteur to significantly reduce child labor in the artisanal mines and the promotion of integrated community development is recognized as promising practice by partners such as the provincial and national government, the Permanent Mission of UNICEF, World Bank, World Vision, PACT, Amnesty International, GIZ, ACCELERE (UKAID / USAID), the local Churches and several other partners and mining companies.

In the implementation of this Theory of Change, Bon Pasteur will reinforce the following elements that have been identified by several observers, including professor. Mark Canavera, global expert in child protection at Columbia University in New York:

- **Community** - a collective / community sense of responsibility and belonging;
- **Build on existing core resources** - respect for local culture, build on positive values and practices
  and support the transformation of harmful practices;
- **Leadership support** - formal and non-formal; it strengthens trust and legitimacy; and promotes the emulation of exemplary cadres in the community;
- **Participation of children** - Counting and valuing children's resources and creativity for the cause of Child Protection;
- **Management of power, diversity and inclusion** - inclusion in all cultures, religions, social strata;
- **Multisectoral linkages**: formal / non-formal;

In this way, "*rather than treating the protection of women and children as isolated work, disconnected from the reality and everyday life of the community, Good Shepherd places it in a wider range of poverty reduction and a governance framework*[21] ."

## THE "CIRCLE OF CARE"




*21* Early report by Prof. Mr. Canavera, Columbia University (New York), August 2017





| OUTCOME 3 - EMPOWERED CHILDREN | | | |
|---|---|---|---|
| ACTIVITIES | Outcome (early) | Outcome (interm) | Outcome (Final) |
| 1. Awareness raising initiatives on the conditions of vulnerable children, child miners, rights of child within communities and stakeholders (govt officers, police, religious leaders), through schools, churches, youth clubs;<br>2. Review and implement a competence-based positive parenting curriculum to eliminate harmful practices on children;<br>3. Educate community members to identify and report cases of abuse through the informal referral system;<br>4. Organize media events, public debates and conferences with the Provincial Committee for Child protection.<br>5. Develop and train parents, guardians and children on advocacy tools for children's rights;<br>6. Create child rights advocacy committees in the new sites and reinforce the existing ones;<br>7. Community mobilization activities including theatre performances on child rights;<br>8. Facilitate meetings of parents and local government for discussions on child protection services and education;<br>9. Support participation in advocacy initiatives to enforce the 2009 child protection law. | 3.1.1. Increased community awareness of child's rights and parental duties under DRC Child Protection Law 2009 and international conventions (CRC). | 3.1 In the targeted sites, the rights of children to education, health, food and recreation are ensured in accordance with the Child Protection Act (2009) | 3. Children of the targeted communities are protected and supported to quit work in the mines, to develop their full potential, through age-appropriate, physical, psychological, intellectual programs, in schools and in secure community settings. |
| 1. Awareness and refresher training for identification and reporting of child abuse and exploitation, including WFCL;<br>2. Awareness and refresher training on manual of the referral mechanism, to explain role/ responsibility/ code of conduct/ identification of cases/ cases of abuse;<br>3. Identify and investigate cases reported and ongoing case management;<br>4. Counseling and psychological support to children (legal aid, medical support, therapy sessions);<br>5. On-going research to identify vulnerable children (orphans, victims of violence);<br>6. Reintegration of children into family and monitoring; | 3.1.2. Increase community capacity to lobby for the full application of the Child Protection Law, educational and services for children through the members of the informal community reporting and referral mechanism groups. | | |
| 1. Awareness and refresher training for identification and reporting of child abuse and exploitation, including WFCL;<br>2. Awareness and refresher training on manual of the referral mechanism, to explain role/ responsibility/ code of conduct/ identification of cases/ cases of abuse;<br>3. dentify and investigate cases reported and ongoing case management (link with govt services police, medical centre, community leader) and follow up;<br>4. Counseling and psychological support to children (legal aid, medical support, therapy sessions);<br>5. On-going research to identify vulnerable children;<br>6. Continuous training on CPP of staff and local stakeholders for adoption of the model;<br>7. Reintegration of children into family and monitoring;<br>8. Meetings of community with relevant BP managers; | 3.1.3. Effective and functioning informal community communication based on child protection reporting and referral mechanism model for government replication. | | |
| 1. Awareness program through CPP parents meetings for eradication of child labour;<br>2. Household outreach to ensure school attendance;<br>3. Identify and manage cases of the most vulnerable children and enrollment in informal schools and nutrition program;<br>4. Liaise with public service to plan support actions;<br>5. Quarterly medical checkups (weight, height, BMI);<br>6. Develop and implement syllabus on hygiene and sanitation, puberty, physical development, relationships.<br>7. Monitor the attendance of children and respect of children's rights in their families.<br>8. Facilitate reintegration of children into the formal education system.<br>9. Advocate for free primary vocational education for the most vulnerable children graduating from BP;<br>10. Initiate Children's Clubs and develop syllabus to implement civic education and citizenships<br>11. Gym, drama and arts, scouts and children's parliaments;<br>12. Advocate/facilitate issuing of birth certificates for most vulnerable children;<br>13. Orientation of children in educational/professional career; | 3.2.1. Increased no. of children enrolled in protection, education and nutrition programs | 3.2 Targeted children are no longer engaged in hazardous works within the mineral supply chain and in any of the Worst Forms of Child Labour (WFCL) | |
| 1. Review of the mining code and new regulations for ASM;<br>2. Formally engage with partners at local, national and international to lobby for the implementation of child protection policies by the mining companies and government agencies;<br>3. Collaborate to implement and monitor the new DRC National Strategy for the Eradication of Child Labour in the Mines by 2025, sharing data and good practices.<br>4. Sensitize artisanal miners on child protection policies. | 3.2.2 Mining companies and artisanal miners adopt child protection policies according to OECD and DRC national guidelines in their way of managing the supply chain of copper and cobalt | | |
| 1. Identify vulnerable adolescent boys ( 14-18 years) for enrollment in the training programs;<br>2. Identify trainers with training equipment in bakery, welding, auto mechanic, carpentry , painting etc;<br>3. Train boys in the targeted sites;<br>4. Advocate for placement and employment of graduates;<br>5. Facilitate start-up of small IGA and savings group. | 3.2.3. Adolescents identified as working in ASM, stop working in mines and are enrolled in training programs and Income generating activities (IGA) | | |

Children from Mukoma village



## OUTCOME 4: STRENGHTENED ARTISANAL MINERS IMPROVE THEIR WELL-BEING AND WELFARE.

The Bon Pasteur's approach to improving social cohesion, given the nature and the tension of social relations in the targeted communities, requires increased capacity to engage with the government to ensure the equitable distribution of resources and good management of the mining industry surrounding local communities. The target communities need to raise awareness on the provisions regarding human rights and community rights under national and international laws and guidelines on the mining and the supply-chain of minerals.

The current lack of implementation and dissemination of the provisions under the Congolese Mining code and other relevant laws, creates a state of anarchy in the ASM sites which leads to continuous unrest and social conflict. Bon Pasteur's theory of change recognizes that the primary responsibility for promoting peace in the targeted sites will come from the community members themselves, in close collaboration with government and mining companies which must become aware ongoing violations of human rights happening in the ASM sites. This is why Bon Pasteur advocates that there should be mutual collaboration between the population and the decision-makers, that includes: members of the government for the provision of equitable services in all targeted communities; Bon Pasteur with its method of reconciliation; transparency in management and equitable distribution of dignity; freedom and equality of the human person as guaranteed by fundamental human rights.

To break the cycle of violence in the targeted communities, there is a need to create and set up different groups of support, promoting peace and development, providing opportunities for peaceful socialization through music, theater and sports. This will enable the targeted communities peacefully solve their problems.

In particular, the work done by Bon Pasteur in Kanina will serve as a model for other targeted sites. If the community members, the creseurs, become more united and capable of acting collectively to lobby mining companies for fairer working conditions and better payments, and government to provide better services.

Under this new plan, Bon Pasteur will work with the artisanal miners (creseurs), and their formal and informal organizations in the new sites, especially in the most populated and conflict-prone, such as Kasulo, to promote social peace and mutual collaboration between the population, mining companies and government. Key activities to achieve this outcome will include:

- Developing a community-based system for the peaceful resolution of conflicts, based on respect of different cultures and mutual collaboration between the population, the mining companies and the government;
- Raising the capacities of the creseurs, to lobby for their rights from both government and mining companies, and improve their living and working conditions, including faires prices for the minerals and safety working environments, according to the provisions of the Mining code and the principles of Corporate Social Responsibility. With the mining companies, the BP team will adopt a full transparency approach, holding the accountable for their commitment towards corporate social responsibility;
- Improving the capacities of the creseurs to save and support their families;
- Continue advocate and liaise with public service providers to give ASM families access to basic rights (birth registration, infrastructures, water, etc), adopting a zero-tolerance approach to corruption.

| OUTCOME 4 - STREGHTENED ARTISANAL MINERS | | | |
|---|---|---|---|
| ACTIVITIES | Outcome (early) | Outcome (interm) | Outcome (Final) |
| 1. Create and train community committees on conflict resolution and mediation;<br>2. Support conflict prevention and resolution;<br>3. Monitor progress on conflict mediation;<br>4. Facilitate cultural exchange and promoting tolerance through cultural initiatives (films, music festivals), sports, recreational activities and public debates; | 4.1.1 Community-based conflict management systems are in place to resolve minor abuses and violations | 4.1 Stronger community cohesion enables conflicts resolution and collective action. | 4. The targeted artisanal miners (creseurs) improved their working and living conditions, through improved community cohesion and effective mobilization, to ensure the engagement of the government for an equitable distribution of resources and the full compliance of the mining companies to national and international laws and conventions. |
| 1. Advocate with NGOs to enforce accountability and anti-corruption practices in public service provision at the local and provincial level;<br>2. Codification of a BP "whistleblowing and anti-corruption policy" and adequate protection systems for BP staff to address corruption, waste, fraud, abuse, illegality and threats to the public interest;<br>3. Staff training to implement the policy<br>4. Dissemination and sharing of the policy with local interested stakeholders, public services and other NGOs.<br>5. Educate ASM members on civil rights and duties;<br>6. Design and facilitate community development projects;<br>7. Network to lobby the relevant public services for effective law enforcement and service provision;<br>8. Monitor government enforcement of UN conventions on women, children and girls, and report to UN CRC, UPR, CEDAW and SDGs through the GSS NGO in New York and Geneva. | 4.2.1 Targeted communities, familiarized with their rights and power in the democratic process demand effective enforcement of the relevant laws from the government | 4.2 Increased community access to local government services and social development programs implemented according to national and local laws and international conventions. | |
| 1. Awareness on community rights under the mining code;<br>2. Address priority community needs with mining companies regarding infrastructures and services;<br>3. Joint advocacy with NGOs to demand social investments from mining companies and accountability of all in the minerals supply-chain;<br>4. Conduct annual surveys on community in civic and lobbying action, enforcement of the mining code and supply chain guidelines and regulations. | 4.3.1 Mining companies deliver social projects in line with the provisions of the Mining code | 4.3 Improved infrastructures and services in the target sites | |
| 1. Conducting an in-depth survey/baseline study in the ASM of Kasulo;<br>2. Train and support creuseurs' organization in cooperatives to lobby for better working conditions and salaries;<br>3. Train identified creuseurs in basic management of finance, saving group and business plan and implement saving group activities;<br>4. Provide psychological support to the diggers in the sites. | 4.4.1 Targeted creseurs improved their income and work-safety conditions | 4.4 Improved socio-economic conditions of the ASM miners (creseurs) and their families | |





## OUTCOME 5: EFFECTIVE MANAGEMENT ENSURES PROGRAM SCALABILITY

To expand its activities in new sites in a sustainable way, the Bon Pasteur program must be modelled on credible management and good governance, which requires improved capacity and improved organizational systems and infrastructures. The Good Shepherd Congregation and Foundation worldwide are committed to enhance the capacities of their local partners to ensure that the girls, women and children involved in their programs, regardless the country they live in, receive nothing less than the best professional support and quality services they need.

This commitment descends from the directions of the 2015 Congregational Chapter Direction which called all Good Shepherd partners to: "…respond to a rapidly changing world and the pressing global realities of today, being adequately equipped. This, calls all Good Shepherd partners, sisters and lay, to invest resources in holistic formation and training for all involved in our mission."

In line with this commitment of all Good Shepherd programs to embed innovation, good practice and excellence in service provision, Bon Pastuer, with the support of the Good Shepherd International Foundation (GSIF) will adopt a life-long-learning approach to capacity building and organisational development, to ensure that BP programs are engaged in programs aligned with human rights principles, modelled on international good practices and delivered with the highest level of professionalism.

GSIF will support the Bon Pasteur in adopting a life-long-learning approach to capacity building and organizational development, to ensure that the participants are involved in programs that are aligned with human rights principles, modelled on international good practices and delivered with the highest level of professionalism. This will help the Good Shepherd office at the United Nations to highlight results of Bon Pasteur's work at the Commissions on Status of Women, Commission on Social Development and at the High Level Political Forum for implementation of the Sustainable Development Goals, at the Convention on the Rights of Children and at the Universal Period Review when DRC will be under scrutiny for implementation of Human Rights conventions ratified.

GSIF and Bon Pasteur will invest in professional training, up-grading of technical skills and sharing of learning for the local staff and sisters. To do so they will promote skills training based on a comprehensive understanding of Human Rights, Children's Rights, and community based approaches. To develop, implement and regularly review policies, standards and procedures that will ensure that BP provides a safe environment for the participants and the staff.

To attain such outcome BP and GSIF will:

- Maintain high levels of integrity and transparency to both participants and donors by recruiting staff according to international standards and training them according to BP policies;
- Consolidating strong the monitoring and evaluation systems;
- Improving  financial management practices;
- Upgrading  BP's systems and infrastructures for communication, information management and accounting;
- Involving staff in regular performance evaluations and capacity building sessions with local and international trainers and facilitators.

Tents in the mining site of Kasulo

*Bon Pasteur Kolwezi* | **THEORY OF CHANGE**

| OUTCOME 5 - EFFECTIVE MANAGEMENT | | | |
|---|---|---|---|
| ACTIVITIES | Outcome (early) | Outcome (interm) | Outcome (Final) |
| 1. Review the organogram in response to the needs of the new sites and prepare a recruitment plan;<br>2. Review/develop a general internal regulation and HR policy;<br>3. Review/develop an internal and external communication strategy in collaboration with GSIF;<br>4. Review and upgrade the financial and admin procedures;<br>5. Review MoU and procedures with GSIF for international fundraising, grants management and communication;<br>6. Review, authorize, and distribute management handbook for each project. | 5.1.1. BP institutional capacity reinforced through strengthening management and administrative procedures | 5.1 BP management, procedures and governance are appropriate to grow | 5. Bon Pasteur is a model-program of credible management and good governance, which builds staff capacities and program structures to ensure a sustainable expansion of its activities in new sites. |
| 1. Update the Monitoring and Evaluation framework;<br>2. Train staff and implement a software for shared information management with GSIF;<br>3. Train staff on monitoring and evaluation framework, research, data collection and reporting;<br>4. Monthly staff meetings for monitoring and planning to ensure activities are carried out according to the Plan and corrective actions taken when necessary;<br>5. Oversee and support projects in developing M & E tools for survey, research, mid and end year evaluations;<br>6. Compiling monthly and annual reports. | 5.1.2. BP has a monitoring and evaluation system based on research, learning strengthened to produce rigorous evidence of impact | | |
| 1. Plan and deliver internal staff capacity building programs including attending courses and internal workshops;<br>2. Regular visits to projects by senior management ensuring constant support and intervention;<br>3. Plan yearly programme workshop for all staff for evaluation, replanning for new year;<br>4. End-programme evaluation and new strategic plan. | 5.2.1. Strengthened staff capacity to improve overall program management | 5.2 The staff (old and new) is sufficient, trained in protection and management and motivated to expand the program to new sites | |
| 1. Announcement of vacancies<br>2. Selection, interviews, appointment of new staff<br>3. Induction of new staff to the program<br>4. Induction on Child Protection policy for the programme | 5.2.2. Increased number of  motivated  and qualified staff of Bon Pasteur Kolwezi to deliver programme activities in old and new sites | | |
| 1. Update the existing market/business plan to increase program sustainability<br>2. Monitor local grants opportunities and prepare applications for funding individually and in partnership with others;<br>3. Develop a local fundraising strategy;<br>4. Prepare application to donors;<br>5. Organize local charity runs e.g. family day. 5km run. | 5.3.1 Strengthening BP capacity through the development of a programmatic plan for fundraising  and financial sustainability | 5.3 Bon Pasteur is financially sustainable | |
| 1. Build and equip an administration space for the program;<br>2. Application to connect electricity with SNEL to ONG BP;<br>3. Review service provider conditions;<br>4. Purchase new vehicles for the administration programme;<br>5. Build and equip an administration space for the program;<br>6. Application to connect electricity with SNEL.<br>7. ay. 5km run. | 5.4.1 Improved Good Shepherd structure and equipment to facilitate increased volume of activities | 5.4 BP structures and equipment are adequate for the increased volume of activities | |

# INDICATORS, MONITORING AND EVALUATION

A set of indicators has been identified to measure the outcomes under the Strategy and they are illustrated in Annex 2. The indicatros will be integrated in the Monitoring and Evaluation (M&E) Framework used to track the progress of the program activities. Periodic reviews will be undertaken to amend the programme actions in line with the findings. The M&E team will pilot a new integrated IT solution (KIMETRICA) to manage data collection and elaboration at distance for improved reliability and consistency of data.

The indicators regarding programme performance against the strategy will be monitored on a continual basis. The monitoring will make it possible to take the necessary corrective measures in case of discrepancy between the results and objectives (notably the development of informal communit-based systems for social protection under putcome 2 and 3, which are intended for Government take up). To this end, periodic reports will be prepared using a monitoring and participatory evaluation mechanism that involves all community stakeholders. A three-pronged information system-comprising implementation; monitoring ; impact monitoring and participatory monitoring evaluation will be used.

The monitoring system will also draw on the findings of ongoing surveys (such as household income and living conditions, and nutrition surveys) and the on-going collection and updating of data on the children working in the mines and the effects of health and education. To this end, the strategy recognizes the need for GSS internal capacity development. Under outcome 5, Administration, the monitoring, evaluation and learning (MEAL) has been highlighted as an area where GSS will require assistance, in particular with regards to evaluating advocacy initiatives.

# HOW BON PASTEUR KOLWEZI WILL CONTRIBUTE TO ACHIEVE THE SDGS

The GS program in DRC, reflects the commitment of the Good Shepherd sisters and Good Shepherd programs in the world to the achievements of the sustainable development goals.

In particular, results under outcomes 1, 3 and 3 will contribute to reach the following targets in DRC:

**SDG 1**

Target 1.1. eradicate extreme poverty for all people everywhere, measured as living on less than $1.25 a day

Target 1.2: reduce at least by half the proportion of people living in poverty according to national definitions

Target 1.4 ensure that the poor and the vulnerable, have equal rights to economic resources and basic services





**SDG 2**

Target 2.1 end hunger and ensure access for the poor to safe, nutritious and sufficient food all year round;

Target 2.3 double the agricultural productivity and incomes of small-scale food producers, in particular women

Target 2.4 ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production.

The Child protection activities and the enrolment of children in the remedial school classes will provide them with the capacities to access then formal schooling and reach quality education. These activities, in addition to the literacy, numeracy and vocational training programs for girls and women, and the advocacy and lobbying work that the program will carry on with Government and mining companies to build infrastructures and enforce the law to provide free education, will contribute to achieve:

**SDG4**

Target 4.1 ensure that all girls and boys complete free, equitable and quality primary and secondary education;

Target 4.3 ensure equal access for all women and men to affordable and quality technical, vocational education;

Target 4.4 substantially increase the number of youth and adults who have relevant skills for decent jobs;

Target 4.5 eliminate gender disparities in education and ensure equal access to all levels of education;

Target 4.6 ensure that all youth and a proportion of adults, men and women, achieve literacy and numeracy

Target 4.7 ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development.

Moreover, the program will extend the healthcare services provided by trained of nurses, contributing to improve health and well-being particularly for children and women and therefore contributing to reach SDG 4:

Target 3.1 By 2030, reduce the global maternal mortality ratio to less than 70 per 100,000 live births

Target 3.8 Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines

Thanks to improved and increased awareness raising activities on women and girls rights, vocational trainings and women economic empowerment activities will contribute towards the SDG 5:

Target 5.2 Eliminate all forms of violence against all women and girls

Target 5.3 Eliminate all harmful practices, such as child, early and forced marriage and FGV

Target 5.5 Ensure women's full and effective participation in political, economic and public life

Target 8.5 achieve full and productive employment and decent work for all women and men

The program will continue to engage in the fight to eradicate all forms of child labour, particularly child labour in the supply chain of minerals, therefore joining forces with the local and international stakeholders to achieve Target 8.7 "secure the prohibition and elimination of the worst forms of child labour".

The GS Congo strategic plan is coherent with and cooperates to the realisation of the GSS international directions set in 2015 and with the GSIF 2017-2021 Strategic plan.





# ANNEX 1. BUDGET

| TOTAL COST OF STRATEGIC PLAN (IN €) | | | | | | |
|---|---|---|---|---|---|---|
| BY OUTCOME | 2018 | 2019 | 2020 | 2021 | 2022 | TOTAL |
| OC1 | 338.578,88 | 207.795,45 | 219.219,87 | 230.180,86 | 241.689,90 | 1.237.464,95 |
| OC2 | 188.387,39 | 170.876,40 | 180.478,33 | 189.502,25 | 198.977,36 | 928.221,74 |
| OC3 | 713.478,65 | 266.767,91 | 281.648,73 | 295.731,17 | 310.517,72 | 1.868.144,17 |
| OC4 | 99.387,87 | 254.405,13 | 281.739,86 | 295.826,85 | 310.618,20 | 1.241.977,92 |
| OC5 | 615.487,56 | 246.724,94 | 246.818,67 | 259.159,61 | 272.117,59 | 1.640.308,37 |
| TOTAL | 1.955.320,35 | 1.146.569,82 | 1.209.905,46 | 1.270.400,74 | 1.333.920,77 | 6.916.117,15 |

| BY SITE | 2018 | 2019 | 2020 | 2021 | 2022 | TOTAL |
|---|---|---|---|---|---|---|
| HQ | 648.617,41 | 406.451,24 | 429.012,71 | 450.463,34 | 472.986,51 | 2.407.531,21 |
| KANINA | 919.007,94 | 393.266,83 | 416.698,42 | 437.533,34 | 459.410,01 | 2.625.916,54 |
| MUKOMA | 55.455,00 | 46.215,75 | 48.526,54 | 50.952,86 | 53.500,51 | 254.650,66 |
| KAPATA | 64.355,00 | 57.660,75 | 60.543,79 | 63.570,98 | 66.749,53 | 312.880,05 |
| MUSONOIE | 67.525,00 | 60.863,25 | 63.906,41 | 67.101,73 | 70.456,82 | 329.853,22 |
| KASULO | 67.250,00 | 61.724,25 | 64.810,46 | 68.050,99 | 71.453,53 | 333.289,23 |
| KABAMBA | 66.925,00 | 61.409,25 | 64.479,71 | 67.703,70 | 71.088,88 | 331.606,54 |
| KATAPULA | 66.185,00 | 58.978,50 | 61.927,43 | 65.023,80 | 68.274,99 | 320.389,71 |
| TOTAL | 1.955.320,35 | 1.146.569,82 | 1.209.905,46 | 1.270.400,74 | 1.333.920,77 | 6.916.117,15 |

GOOD SHEPHERD
INTERNATIONAL
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