CONGREGATION OF OUR LADY OF CHARITY OF THE GOOD SHEPHERD

BON PASTEUR ABSL

Bon Pasteur Kolwezi

# Strategic Plan 2024-2028

GOOD SHEPHERD INTERNATIONAL FOUNDATION

Bon Pasteur Kolwezi

# Strategic Plan 2024-2028

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

The Congregation of Our Lady of Charity of the Good Shepherd (Sisters of the Good Shepherd), founded in France in 1835 by St. Mary Euphrasia, is a Catholic Apostolic Religious Order present in over 73 Countries across the globe. The Congregation is deeply rooted in the Spirit of Jesus the Good Shepherd, who healed the suffering, brought liberty to captives, and proclaimed the good news of reconciliation and peace to the poor. The Sisters express a charism of merciful love through an apostolic or contemplative life, together with Mission Partners.

Responding to the call of those at the margins, the Sisters of Our Lady of Charity of the Good Shepherd from ECAP (Eastern Central Africa Province) took the challenge to travel to unknown territory in view of mission need and arrived in DR Congo, specifically in Kolwezi, Lualaba Province, on 25th, March 2012 following an invitation of Bishop Nestor Ngoy Katahwa of Kolwezi Diocese, who was concerned by the poverty in the artisanal mining communities in his Diocese and the resulting decline in education and increase in vulnerability of adolescent girls and women in the communities.

Moved by the level of poverty of the people living in the Artisanal and Small-Scale Mining (ASM) communities, Mrg. Nestor Katahwa donated a portion of land to the Sisters of Our Lady of Charity of the Good Shepherd to organize a Programme for women, girls, and children in Domaine Marial, an area in the outskirts of Kolwezi town.

Inspired by the zeal of St. Mary Euphrasia, the Sisters began immediately with an in-depth 10-month research and survey in the artisanal mining communities of Kolwezi, conducting home visits and wider consultation with the communities. The research identified human rights violations such as child labor in mines, early marriage, abject poverty, and lack of basic infrastructure in the communities. The result of the survey informed the Sisters to begin a Programme well known, as Bon Pasteur Kolwezi, in 2013, to address the identified issues of child labour in the ASM, gender-based violence, exploitation of women and girls, widespread poverty, and food insecurity.

The Sisters, in partnership with the Good Shepherd International Foundation (GSIF), designed and began implementing the first strategic plan (2013-2017), focusing on alternative livelihoods, vocational training for women and adolescent empowerment, child protection, and social cohesion activities.

The Programme strives to bring about sustainable economic and social transformation in the region. In the last ten years, the Bon Pasteur Programme has achieved the following:

## REDUCED CHILD LABOR

Through the provision of alternative livelihood opportunities and the development of vocational skills among adults and adolescents, the Programme has witnessed a tremendous decrease on child labor, ensuring the protection and well-being of children.

As a result, 81% of children enrolled in BP informal schools completely quit working in the mines, 90% regularly attended school and 85% successfully completed each school year from 2018.

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## ENHANCED CHILD PROTECTION

With a dedicated focus on child protection, the Programme has created a safer and healthier environment for children within the mining communities. This involved raising awareness about child rights, advocating for child-friendly policies, and providing access to education and healthcare services.

By reducing the exposure of children to hazardous mining work, the Programme has championed safeguarding and well-being, while facilitating the holistic development of the children.

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## EMPOWERED WOMEN AND ADOLESCENT

Training skills such as sewing, catering, bakery, welding, carpentry, hairdressing, motor repair, etc., and promoting social empowerment initiatives including group counseling, have enabled women and adolescents to become economically independent. This empowerment translates into improved living conditions, enhanced decision-making power, and increased economic contributions, fostering gender equality and overall community development. As a result:

- 1,648 households have been engaged in alternative livelihoods including agriculture, fish farming, small businesses, and saving schemes.
- 73% of members and their families had all their dietary needs covered by their own farming production.
- Over 1,000 people received basic financial literacy such as budgeting, saving, and microcredit and are engaged in microfinance groups.

## IMPROVED SOCIAL COHESION AND ADVOCACY

The Programme recognizes the importance of fostering a sense of community and mutual support among the participants. Through various community engagement activities including sensitization and the creation of committees for peaceful conflict resolution (Baraza), communities have been in a position to strengthen social cohesion, bridge divides, and promote unity and cooperation among the members. This, in turn, has contributed to overall stability and better community relations.

The BP Kolwezi Community Development Programme has made significant strides in advocacy efforts within the targeted communities. By raising awareness about child labor, promoting child rights, and advocating for policy changes, the Programme has successfully increased the visibility of these pressing issues. Local community members, including parents, community leaders, and influential stakeholders, have become actively engaged in discussions and initiatives related to child protection and the importance of education.

This growing advocacy network has been instrumental in mobilizing support and resources for the Programme, fostering a sense of collective responsibility toward the well-being of children and the eradication of child labor.

Thus, as a result:

- 947 people are taking part in community-based committees.
- 308 youths are engaged in social cohesion initiatives including football and intercultural debates.

## SOCIAL ENTREPRENEURSHIP

The Programme recognizes the potential of social entrepreneurship as a catalyst for sustainable development. By nurturing a spirit of innovation and entrepreneurship, the Programme has encouraged community members, especially women and adolescents, to develop their own businesses and income-generating activities.

Through targeted training, mentorship, and access to micro-financing, individuals have been empowered to establish small enterprises aligned with local needs and market demands. These social entrepreneurship ventures not only provide viable economic opportunities but also contribute to the overall growth and vitality of the community.

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## BASIC HEALTHCARE

The BP Kolwezi Programme places a strong emphasis on promoting basic healthcare services within the communities it serves. Recognizing that access to healthcare is a fundamental right, the Programme has collaborated with local healthcare providers and organizations to establish and strengthen basic healthcare facilities. This includes training community health workers, and facilitating access to essential medicines and preventive care. By improving access to healthcare services, the Programme has had a positive impact on the overall health and well-being of community members, particularly women, children, and vulnerable populations.

The achievements in advocacy, social entrepreneurship, and basic healthcare are testaments to the holistic nature of the BP Kolwezi Community-Based Development Programme.

By addressing multiple dimensions of poverty and social injustice, the Programme has fostered sustainable change and empowered communities to take charge of their own development. As these achievements continue to grow, the Programme remains committed to a rights-based approach, amplifying its impact in the communities, forging partnerships, and adapting strategies to ensure that the transformative journey towards poverty eradication, child protection, and community empowerment in Lualaba Province is both effective and enduring.

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# LIST OF ABBREVIATIONS

| | |
|---|---|
| ACE | L'Agence Congolaise de l'Environnement ( Congolese Environment Agency) |
| ADMN | Administration |
| AFYA BORA | Bon Pasteur Afya Bora (Bon Pasteur Good Health) |
| AL | Alternative Livelihoods |
| ASM | Artisanal and Small-scale Mining |
| BP | Bon Pasteur |
| CDF | Congolese Franc |
| CDM | Congo Dongfang International Mining |
| CENI | The National Independent Electoral Commission |
| ChaKuishi | Chakula Kwa Kuishi (Food for Life) |
| CIME | Interministerial Committee on Child Labor |
| CLS | Comité Local de Suivi (Local Monitoring Committee) |
| CNDH | The National Human Rights Commission |
| CPoN | Manuel d'orientation: Consultation Post Natale (Guidance Manual: Postnatal Consultation) |
| CPP | Child Protection Project |
| CSP | Civic Strengthening |
| CTP | Cash Transfer Program |
| DPEM | Direction de Protection de l'Environnement Minier (Directorate for the Protection of the Mining Environment) |
| DRC | Democratic Republic of Congo |
| EPST | Le Ministère de l'Enseignement primaire, secondaire et technique (EPST) (The Ministry of Primary, Secondary and Technical Education) |
| ERG | Eurasian Resources Group |
| FPE | Free Primary Education Program |
| GATPA | Gestion Active de la Troisième Phase de L'accouchement (Active Management of the Third Stage of Childbirth) |
| GSIF | Good Shepherd International Foundation |
| GSS | Good Shepherd Sisters |
| HR | Human Resources |
| HUMA | Heshima ya Haki na Ulinzi wa Mazingira Kwa Maendeleo (Respect for Rights and Protection of Environment for Development) |
| ICJ | International Commission of Jurists |
| ICM | Interministerial Committee on Mining |
| IGA | Income Generating Activity |
| ILO | International Labor Organisation |
| IMS | Information Management Systems |
| KCC | Kamoto Copper Company |
| LNME | Liste Nationale des Médicaments Essentiels (National List of Essential Medicines) |

| | |
|---|---|
| M&E | Monitoring & Evaluation |
| MAHUWA | Maendeleo Na Hukingo Ya Watoto (Child Development and Protection Project) |
| MDO-ECAP | Mission Developement Office - East, Central Africa Province |
| NGO | Non-Governmental Organization |
| NSDMS | The National Strategy for the Development of the Mining Sector |
| ONECL | The National Observatory on Child Labor |
| PANADH | The National Action Plan for Human Rights |
| PANECL | The National Action Plan for the Elimination of Child Labor in the Mining Sector |
| PCIMA | Prise en Charge Integrée de la Malnutrition Aiguë (Integrated Management of Acute Malnutrition) |
| PCIME | Prise en Charge Intégrée des Maladies de L'enfant (Integrated Management of Childhood Illnesses) |
| PNAS | Politique Nationale d'Alimentation Scolaire (School Feeding Programme) |
| PNSA | Programme National de Sécurité Alimentaire (National Food Security Program) |
| SCP | School Construction Program |
| SDGs | Sustainable Development Goals |
| SWOT | Strengths, Weaknesses, Opportunities, Threats |
| TENAFEP | Final Primary School Exam |
| TTP | Teacher Training Program |
| UNFPA | United Nations Population Fund |
| USUMADA | Usimamizi Na Uchumi Ya Mama Na Dada (Economic Empowerment of Women and Girls) |
| WASH | Water, Sanitation and Hygiene |
| WFCL | Worst Forms of Child Labor |

# EXECUTIVE SUMMARY

Even for a normal healthy adult, working in the artisanal copper and cobalt mines in Kolwezi, a city in Lualaba Province, Democratic Republic of Congo (DRC) is a treacherous job - long working hours, unsafe working conditions including exposure to dangerous chemicals, gas fumes, the possibility of being buried when mining pits cave in, use of drugs, physical and sexual violence, working during rain or sunshine, very low earning of up to $2 a day. Now imagine children as young as five years old working in the same working conditions and with no or very limited chance to attend school, with the possibility of sleeping hungry and exposed to all the hardships mentioned above. In Kolwezi and its environs, children are forced to work in the copper and cobalt artisanal mines for reasons that are similar across most of DRC's ASM communities: financial insecurity, high dependence on mining activity for income, lack of knowledge regarding children's rights leading to detrimental effects of mining on children's health, lack of access to quality education, and insufficient law enforcement regarding mining and child protection regulation.[1]

In the past 10 years, Bon Pasteur through its Programme in Kolwezi and guided by the 2013-2017 and 2018-2022 Strategic Plans, has been working unrelentingly to provide a way out for the children - the Programme has been fighting child labor in various ways including visiting the mines in order to access the children working there, then visit their parents and encourage them to send their children to school.

1 https://www.planetgold.org/sites/default/files/PACT%20World.%20Reducing%20child%20labor%20in%20DRC%20Tech%20Brief.pdf

In the 2018 - 2022 Strategic Plan, **1,946 boys and 1,983 girls totaling 3,929 children were enrolled and successfully completed primary school education** at the Bon Pasteur informal schools located in Kanina and other locations/sites. **A total of 636 children comprising 314 boys and 322 girls continued with secondary school** or another form of higher learning. Additionally, the Programme has fought child labor by pushing for mining companies to stop buying minerals from children - a practice that is prohibited not only by the DRC Mining Code but also by international laws. Apart from providing education to the children, the BP Programme over the period of the same Strategic Plan was able to:

- **ensure food security for 393 men and 1,202 women** and their households by providing training on new agricultural skills that ensure that families grow a wider variety of nutritious crops and more reliable food production for home consumption and sale

- **offer training to 1,126 women and girls** which instilled the much-needed financial skills, tailoring, hairdressing and beauty, and breadmaking among other skills. These new skills ensured economic empowerment of the girls and women so that they too could not only contribute to the well-being of their families but also to the advancement of the local economy.

- **provide healthcare services to children and women** who are part of the BP Programme through the Bon Pasteur Afya Bora (AFYA BORA)/Bon Pasteur Good Health project, formerly known as the Bon Pasteur Clinic.

- **reach 3,373 men, 4,043 women, 1,665 boys, and 1,298 girls, totaling 10,379** through a variety of activities in the HAKI YA BINADAMU NA MAZINGIRA (HABIMA)/HUMAN RIGHTS AND ENVIRONMENT Project formerly known **as the Civic Strengthening Project**. These activities included creation and training of community committees on conflict resolution and mediation; facilitating cultural exchange and promoting tolerance through cultural initiatives (music festivals, films), sports and public debates; educating ASM members on civil rights and duties; designing and facilitating community development projects; creating awareness on community rights under the Mining Code; among others.

- In the last 5 year plan, through the Outcome Area Effective Management/Administration, the **Programme successfully expanded to bring the total number of sites to 8**, including Kanina, Musonoie, Kapata, Mukoma, Kabamba, Tshala, Katapula and Kisote. This expansion significantly increased the Programme's reach and impact. Efforts to strengthen staff capacity yielded positive results. **A total of 102 staff members were trained in project management,** financial management, M&E, and child protection. The Programme successfully improved on equipment made available for staff and also the infrastructure, especially in Kanina to accommodate the increased volume of activities. The administration office is now complete, it is equipped, and operational, providing a conducive working environment for the

administrative staff. BP prioritized financial sustainability by developing a programmatic business plan aimed at increasing income generation through ChaKuishi social business for financial stability. The BP Programme also successfully raised funds locally through partnerships with various donors. These funds provided direct support to the program and were used to initiate small businesses in the USUMADA project, formerly the Economic Empowerment Project (EEP).

In recognition of its many achievements, Bon Pasteur has over the years won a prize and several awards including the **2019 Opus Prize, Stop Slavery Hero Award 2021, 2021 Ghai-Larissa Award, and Austria.On.Mission 'EMIL' Award 2022 – Hero of Charity.**

With consideration of all that has been achieved in the last two Strategic Plans, **the main focus of the next Strategic Plan 2024-2028, will be on the "quality" of the intervention vs. the "quantity"** or numbers - the Strategic Plan will focus less on increasing the numbers of beneficiaries of the Programme and instead ensure that for those who are part of the Programme, better quality services will be provided.

As this Strategic Plan focuses on quality over quantity, this would also be in line with the need for the BP Programme to continue consciously focusing on a Rights-Based Approach as opposed to a Needs-Based Approach.

According to a United Nations Population Fund (UNFPA) guideline on the Basic Needs Approach vs. Rights-Based Approach, a response that focuses on Basic Needs identifies the basic needs of a population and then supports initiatives to improve service delivery or advocates for the fulfillment of the needs. On the other hand, a Rights-Based Approach works to fulfill the rights of the people, rather than the needs of the participants.

Some of the elements of good practices under a human rights-based approach can be summarized as:

- Programs identify the realization of human rights as the ultimate goal of development
- People are recognized as key actors in their own development, rather than passive recipients of commodities and services
- Strategies are empowering, not disempowering
- Both outcomes and processes are monitored and evaluated
- Programs focus on marginalized and excluded groups
- The development process is locally owned
- Programs aim to reduce disparities and empower those left behind
- Situation analysis is used to identify immediate, underlying, and root causes of development problems
- The analysis includes all stakeholders, including the capacities of the state as the main duty-bearer and the role of other non-state actors
- Human Rights standards guide the formulation of measurable goals, targets, and indicators in programming
- National accountability systems need to be strengthened with a view to ensuring independent review of government performance and access to remedies for aggrieved individuals.
- Alignment with the Sphere Humanitarian Charter and Standards to be applied in humanitarian response in four life-saving areas: water, sanitation and hygiene promotion; food security and nutrition; shelter and settlement; and health (for more information please visit www.spherestandards.org)

This Strategic Plan incorporates feedback from the target communities, the staff, and the pupils of the BP Programme collected through the Needs Assessment, Final Evaluation, and Strategic Plan workshop conducted in 2023.

Impact through this Strategic Plan will be achieved through the six main Outcome areas of the BP Programme, all of which complement each other and whose intention is to achieve a holistic solution to the complex problems facing the Programme participants and also engage different kinds of stakeholders.

**The long-term Goal/Impact** of this Strategic Plan is that by 2028, the Programme **will improve the lives of 15,700 people including 5,370 children, 4,220 women, 1,930 men, 2,240 girls, and 1,940 boys** from eight artisanal and small-scale mining communities of Lualaba province in the Democratic Republic of the Congo.

The 6 Long Term Outcomes of the 2024-2028 Strategic Plan are:

**OUTCOME 1**

## CHAKULA KWA KUISHI
ChaKuishi

### FOOD FOR LIFE

The targeted communities achieve economic empowerment and food security, through ChaKuishi.

**OUTCOME 2**

## USUMADA
Usimamizi Na Uchumi Ya Mama Na Dada

### ECONOMIC EMPOWERMENT OF WOMEN AND GIRLS

Women and girls in the targeted communities are socially and economically empowered and live dignified lives.

**OUTCOME 3**

## MAHUWA
Maendeleo Na Hukingo Ya Watoto

### CHILD DEVELOPMENT AND PROTECTION PROJECT

Children in target communities are protected through the creation of safe spaces where they can develop their full potential.

**OUTCOME 4**

## HABIMA
Haki Ya Binadamu Na Mazingira

### HUMAN RIGHTS AND ENVIRONMENT

In targeted communities, the living conditions, protection of human rights, and community cohesion are improved.

**OUTCOME 5**

## AFYA BORA
Bon Pasteur Afya Bora

### BON PASTEUR FOR BETTER HEALTH

The living conditions of the target population have improved as a result of increased access to quality health services and education.

**OUTCOME 6**

## USIMAMIZI BORA

### EFFECTIVE MANAGEMENT

Bon Pasteur is a model Programme of credible management and good governance, which builds staff capacities and Programme structures to ensure the successful implementation of its activities in the target communities.

# SOCIAL AND ENVIRONMENTAL BACKGROUND

# THE DEMOCRATIC REPUBLIC OF CONGO (DRC)

The Democratic Republic of Congo (DRC), located in Central Africa, is the largest country in sub-Saharan Africa. With a population of over 80 million people, the DRC is rich in natural resources, including diamonds, gold, copper, cobalt, and oil. **Despite its wealth in resources, the DRC is one of the poorest countries in the world, with a significant portion of the population living in extreme poverty.** The country has been plagued by political instability, conflict, and corruption, which have hindered economic development and social progress.

The DRC has a long history of political instability and conflict, dating back to its colonial period under Belgian rule. After gaining independence in 1960, the country experienced a series of authoritarian regimes, including the dictatorship of Mobutu Sese Seko, which lasted for over 30 years. Mobutu's regime was characterized by corruption, mismanagement, and human rights abuses, and left the country in a state of economic and social disarray.
In 1997, Mobutu was overthrown by a rebellion led by Laurent-Désiré Kabila, who became the new president. However, Kabila's rule was also marked by conflict and instability, and he was assassinated in 2001. His son, Joseph Kabila, succeeded him as president and ruled for 18 years. During Joseph Kabila's presidency, the DRC experienced some periods of relative peace and economic growth, but also faced ongoing challenges such as corruption, human rights abuses, and armed conflict in the eastern part of the country.

In 2018, Joseph Kabila stepped down from power and was succeeded by Felix Tshisekedi, who became the first president from an opposition party in the DRC. Tshisekedi's presidency has brought some hope for change, but **the country continues to face significant challenges, including poverty, inequality, corruption, and armed conflict.**

# Excerpt from "Conflict in the Democratic Republic of Congo by the Centre for Preventive Action"

Since 1996, conflict in eastern DRC has led to approximately six million deaths. The First Congo War (1996–1997) began in the wake of the 1994 Rwandan Genocide, during which ethnic Hutu extremists killed an estimated one million minority ethnic Tutsis and moderate Hutus in Rwanda (DRC's neighbor to the east). During and following the genocide, nearly two million Hutu refugees crossed the Congolese border, mostly settling in refugee camps in the North Kivu and South Kivu provinces. A small subset of those Rwandans who entered DRC were Hutu extremists who began organizing militias within the Congo. Pressure intensified as Tutsi militias organized against the Hutu groups and as foreign powers began taking sides.

Following the Rwandan Patriotic Front's (RPF) victory against the genocidal Rwandan government, the new Tutsi-led government began its involvement in DRC (then known as The Republic of Zaire). Rwandan troops, under the leadership of President Paul Kagame, and Congo-based Tutsi militias with Rwandan backing launched an invasion of Zaire, which was ruled at the time by Dictator Mobutu Sese Seko. Kigali justified both efforts by arguing that Hutu groups in eastern DRC were still a threat to their Tutsi population and that the Mobutu regime was harboring Hutu extremists who had fled across the border. Rwanda waged the First Congo War against Zaire with the help of other African states (most significantly Uganda, but also Angola and Burundi) who had their own security concerns related to Mobutu's support of rebel groups across the continent. The Rwandan coalition's invasion was coordinated with the help of Zaire's then-opposition leader Laurent Kabila. Thousands died; some casualties were former Hutu militants and members of armed groups, but many were refugees and non-combatant Congolese in North and South Kivu, in eastern DRC. Methods of warfare were brutal, especially those employed by Rwandan soldiers and Tutsi groups. The Kabila-Kagame coalition won the First Congo War in 1997 when Mobutu fled Kinshasa. Kabila was installed as president of Zaire and changed the country's name back to The Democratic Republic of Congo.

In 1998, the Second Congo War broke out following the deterioration of relations between Kigali and Kinshasa. In an attempt to diminish the impression that Rwanda held undue influence over the Congolese government, Kabila denied claims that Rwanda had been responsible for winning the war and placing him in power. Kabila also began removing ethnic Tutsis from his government and took measures to weaken Rwanda's military presence in eastern DRC. By the late 1990s, it was becoming clear to the world that targeted campaigns against Hutu populations during the First Congo War (mostly led by Kagame's army) amounted to war crimes, a growing international consensus that reflected poorly on the fledgling Kabila regime.

In a reversal of alliances, Kabila ordered all foreign troops out of the Congo and allowed Hutu armed groups to organize at the border once again. Rwanda responded by invading in 1998. Kigali's stated aim was to create a zone in the DRC-Rwanda borderlands controlled by its own troops in order to create more distance from Hutu groups in eastern DRC. Congolese forces supported by Angola (which also reversed alliances following the ascent of Laurent Kabila), Namibia, and Zimbabwe fought the Rwandan, Ugandan, and Burundi militaries, as well as various rebel groups supported by Kigali and Kampala. Amidst the chaos of war, Laurent Kabila was assassinated in a 2001 coup attempt planned by his own aides and guards. Those involved were imprisoned and Kabila's son, Joseph Kabila, took power. The Second Congo War was formally brought to a close under the junior Kabila in 2002, and while estimates vary greatly, the death toll of the Second Congo War and the associated humanitarian disaster may have reached over three million people by 2004.

Between 2002 and 2003, Rwanda, Uganda, and DRC began implementing a set of peace agreements that authorized a transitional government in Kinshasa led by Joseph Kabila. Despite these agreements, the establishment of truth and reconciliation commissions, and the presence of a renewed UN peacekeeping force, unrest and clashes persisted in eastern DRC. Joseph Kabila was formally inaugurated following a long-awaited popular election in 2006.

One of the most prominent rebel groups to emerge in the early 2000s was known as the March 23 Movement (M23), made up primarily of ethnic Tutsis. Between 2012 and 2013, M23 became an undeniable force in eastern DRC.

Other flashpoints have arisen over the past two decades in states on the Congo-Rwanda border, such as Ituri, most often involving ethnic and militant groups with contestations going back to the Congo Wars. The 21st century brought one more complication to peace efforts in the Democratic Republic of Congo: the proliferation of mining operations. As the world has become more reliant than ever on cobalt, copper, zinc, and other minerals, local and external groups have become more incentivized to get involved in the Congolese conflict.

The abundance of natural resources—especially precious minerals—found in Congolese soil has globalized the conflict in eastern DRC.

Félix Tshisekedi was declared the winner of DRC's December 2018 elections and was inaugurated in January 2019.

**Recent Developments**

In 2022, renewed tensions mounted between DRC and Rwanda. M23 rebels resurfaced after five years of inactivity and had gained control of large parts of the North Kivu province by July 2023. Kinshasa accused Kigali of funding and supporting M23's resurgence (an accusation supported by the African Union, European Union, and the United States). In return, Kigali accused Kinshasa of once again supporting Hutu extremist militias and increased its military presence inside the Congo. Rwanda and Uganda—and militias with their support—have financial stakes in Congolese mines (though they are not always legitimate).

Repeated attempts to reach a lasting ceasefire between M23 and the Congolese government have been unsuccessful, and violence continues to come in waves. Casualties remain on the rise as armed groups attack displacement camps, civilians in the DRC and abroad, and self-defense groups.

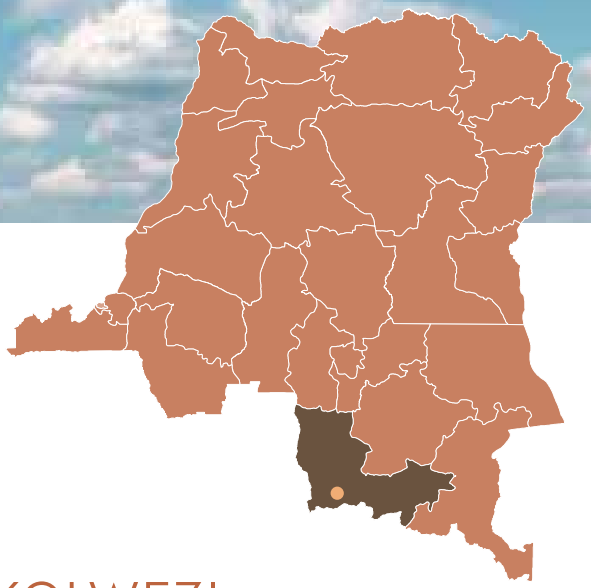
DRC is home to nearly 7 million people who have been internally displaced due to the threat of violence and atrocities, extreme poverty, and mining expansion. The displaced population is in urgent need of security support, medical aid, and other humanitarian aid. Approximately one million Congolese nationals are seeking refuge beyond the Congo's borders.

# LUALABA

Lualaba is a province in the south of the Democratic Republic of the Congo. It was created in 2015 from the former Katanga Province. The province is bordered by Haut-Lomami to the north, Haut-Katanga to the east, Zambia to the south, and Angola to the west. The capital of Lualaba is Kolwezi.

The province is home to a diverse population, with over 40 ethnic groups. The largest ethnic group is the Luba, who make up about 40% of the population. Other major ethnic groups include the Chokwe, the Lunda, and the Bemba.

The province is also home to a number of different cultures and social environments. The most prominent culture is the Luba culture, which is characterized by its emphasis on family and community. Other cultures include the Chokwe culture, the Lunda culture, and the Bemba culture. The rural environment is prominent and is characterized by its small villages and subsistence farming. Other social environments include the urban environment, the mining environment, and the fishing environment.



# KOLWEZI

Kolwezi is a city in the southeastern DRC. It is the capital of Lualaba Province. Kolwezi is located in the heart of the DRC's copper and cobalt belt.

The city has a population of over 500,000 people. Kolwezi is a major economic center in the DRC. The city is home to several large copper and cobalt mines. Kolwezi is also a major transportation hub. The city is served by an international airport and a railway line.

Kolwezi is known as the global capital of cobalt and it has been for a century a mining town. The crisis of mining, coupled with land grabbing, internal migrations and a corrupt governance that does not promote investments in alternative livelihoods, have made of Kolwezi the worst example of the resource-curse, with severe under-investments in the agricultural and service sectors. In Kolwezi, basic food supplies for the poorest are more difficult to find and more expensive to buy than a sack of raw cobalt or copper.
This has led to great food insecurity, malnutrition and diseases among the poorest parts of the population. Despite the boom in the price of cobalt, the vast majority of people continue to live in extreme poverty, forcing thousands of children to quit school and work in the mines.

For women and girls earning a living outside the mines is extremely difficult. The majority of them are illiterate and scarcely employable. This makes them extremely vulnerable to violence and exploitation.

## FOOD SECURITY

Food security in Kolwezi is a significant issue, with **many households unable to access sufficient, safe, and nutritious food**. This is due to a combination of factors, including poverty, conflict, and displacement, which disrupt agricultural production and food supply chains.

In addition, Kolwezi has experienced significant conflict and displacement, which has further disrupted food production and access. The DRC in general is also facing a food crisis, which is making the situation in Kolwezi even worse.

The DRC government has implemented a number of programs to improve food security in the country, such as:

- The National Food Security Program (PNSA): The PNSA is a government-funded program that provides food assistance to vulnerable households.
- The School Feeding Program (PNS): The PNS is a government-funded program that provides meals to schoolchildren.
- The Cash Transfer Program (CTP): The CTP is a government-funded program that provides cash transfers to vulnerable households.

These programs have helped to improve food security in the DRC, but there is still a **long way to go to make sure food security is ensured for Kolwezi households.**

## EDUCATION

Kolwezi has a high rate of illiteracy, and many children do not have access to education. **Education is under-resourced and underfunded**, with many children not attending school. The quality of education is often poor, with overcrowded classrooms and a lack of adequately trained teachers. Furthermore, **many children are forced to work** in the mines, in farms/gardens, and to sell packages on the streets **to support their families' income instead of attending school, exacerbating the issue of child labor.**

Many schools lack basic facilities such as desks, chairs, and textbooks. Teachers are frequently underpaid and lack the necessary training to provide quality education. As a result, many children do not have access to a quality education, which limits their opportunities for future employment and economic advancement.

To improve education in the country, the DRC government started implementing a number of programs, such as the Free Primary Education Program, the School Construction Program, and the Teacher Training Program. Nonetheless, the impact of these measures still needs to be measured while **a significant figure of children is still out of the schooling system**.

## POVERTY

Despite the wealth generated from mining, poverty is widespread in Kolwezi. Many people lack access to basic services such as clean water, sanitation, and healthcare. **The wealth from mining often does not trickle down to the local population**, with much of it being siphoned off through corruption and illicit financial flows.

According to research done by the NGO 'Impact' in Kolwezi, women are the main contributors to household incomes in artisanal cobalt mining communities but the income they earn is not enough to cover basic needs. Artisanal cobalt mining provides the highest income in the area for children and other community members, with children earning up to $2.50 USD each per day.

Poverty in Kolwezi is a **complex issue with multiple contributing factors.** One major factor is the **lack of economic diversification**. The city's economy is heavily dependent on mining, which is subject to fluctuations in global demand and prices. When the price of copper and cobalt is high, the city prospers, but when prices fall, the economy suffers. This volatility makes it difficult for the city to generate sustainable economic growth and reduce poverty.

Another factor contributing to poverty in Kolwezi is the **high level of inequality**. The mining industry is capital-intensive, meaning that it requires a lot of investment in machinery and equipment. This means that the benefits of mining are often concentrated in the hands of a few wealthy individuals and companies, while the majority of the population lives in poverty.

In addition, poverty in Kolwezi is exacerbated by **corruption.** Corruption is widespread in the DRC, and it is a major obstacle to economic development and poverty reduction. Corruption diverts resources away from essential services and infrastructure, and it creates an environment of uncertainty and instability that discourages investment.

In 2018, the DRC government launched a new anti-poverty program called the "Programme de Développement Local des 145 Territoires" (PDL 145). The program aims to reduce poverty and inequality in the DRC by investing in local infrastructure and services. The PDL 145 is funded by the World Bank and the African Development Bank.

The PDL 145 has four main components of investment, namely infrastructure, social services, economic development, and governance. The PDL 145 is expected to benefit over 20 million people in the DRC. The program is still in its early stages, but it has the potential to make a significant impact on poverty and inequality in the country.

# THE MINING SECTOR

The mining sector in the DRC is a major driver of the country's economy. It is estimated that the ASM sector alone employs over 12.5 million people. **DRC is the world's leading cobalt producer and has the largest known cobalt reserves, accounting for 60–70% of the world's cobalt** and is mostly a by-product of copper processing and refining and is concentrated in a region often referred to as the "Copperbelt" in Haut Katanga and Lualaba provinces (OECD 2019). The demand for cobalt is expected to increase four-fold by 2030 (The World Economic Forum, 2019).

The mining sector in Kolwezi has a long history, dating back to the early 20th century when the city was founded as a mining camp. The city's growth was fueled by the discovery of rich copper and cobalt deposits, and by the 1970s, Kolwezi was one of the world's largest producers of copper.

In recent years, the mining sector in Kolwezi has been the subject of increasing scrutiny due to concerns about human rights abuses, particularly the use of child labor.

The mining industry is plagued by issues such as corruption, poor governance, and human rights abuses, including child labor, unsafe working conditions, and environmental pollution. Several mines are controlled by armed groups who exploit the local population and use the profits to fund their activities.

In addition to the human rights abuses associated with child labor, the mining sector in Kolwezi also has a number of negative environmental impacts. Mining operations pollute the air and water, and they are also damaging the land. The mining sector also contributes to climate change, as the extraction and processing of minerals require a lot of energy.

**The DRC government has implemented a number of reforms to improve the mining sector.** These reforms include:

- The Mining Code of 2002: The Mining Code of 2002 established a new legal framework for the mining sector. The code includes provisions on environmental and human rights protection.
- The National Strategy for the Development of the Mining Sector (NSDMS): The NSDMS is a government plan to develop the mining sector in a sustainable way. The NSDMS includes provisions on environmental and human rights protection.
- The Interministerial Committee on Mining (ICM): The ICM is a government body that oversees the mining sector. The ICM is responsible for enforcing the Mining Code of 2002 and the NSDMS.

These reforms have helped to improve the mining sector in the DRC, but the negative impacts of the mining sector in Kolwezi are still a serious concern.

# HUMAN RIGHTS ABUSES

DRC has a long history of human rights abuses including torture, arbitrary detention, and extrajudicial killings. In Kolwezi, the situation has become worse in recent years and the most common human rights abuses include:

- **Arbitrary arrest and detention**
- **Torture and ill-treatment**
- **Extrajudicial killings**
- **Forced labor**
- **Child labor**
- **Sexual violence**

According to Amnesty International , “Mineral-rich regions of the DRC are sacrificed to mining development, leading to a shocking series of abuses in the region. Thousands of people have lost their homes, schools, hospitals, and communities due to the expansion of copper and cobalt mines in the DRC, especially in Kolwezi, which sits above rich copper and cobalt deposits.”

The International Commission of Jurists report *Access to Justice: Human Rights Abuses Involving Corporations – Democratic Republic of the Congo* finds that “victims of corporate abuses in DRC have very little prospect of reparation because of the many deficiencies of the Congolese judicial system. These include the lack of independence of the judiciary, its inaptitude to deal with cases with sensitive economic stakes (often involving transnational links), inadequate financial resources, and a high level of corruption.”

In view of the fact that the government has done some work, there is still a long way to go. Some of the reforms that have been implemented by the government to improve human rights in the country include:

- **The National Human Rights Commission (CNDH)**: The CNDH is a government body that promotes and protects human rights in the DRC. The CNDH is responsible for investigating human rights abuses and making recommendations to the government.

- **The Ministry of Human Rights: The Ministry of Human Rights** is a government body that is responsible for promoting and protecting human rights in the DRC. The ministry is responsible for developing and implementing human rights policies.

- **Plan D'action National Pour La Promotion et la Protection des Droits de l'homme** (PNPPDH) : According to the plan, "The development of a national plan for the promotion and protection of human rights was made imperative by the need to have a coherent framework which makes it possible to register and coordinate all actions tending to improve knowledge, dissemination, promotion, preservation and the development of human rights in the Democratic Republic of Congo. This development also constitutes a way of following up on the commitments to which the DRC has subscribed, with the ratification of numerous international instruments relating to human rights. It should be noted that this plan is not an isolated element. It is one more milestone in recognition of the importance of human rights and constitutes one piece of a whole intended to lay the foundations of a sustainable human development in the DRC."

- In October 2022, the Inter-ministerial Commission to Combat Child Labor in Mines and Artisanal Mining Sites launched the **Child Labor Monitoring System**.

- **The Ministry of Labor** began recruiting 2,000 labor inspectors and controllers, some of whom will be trained to conduct inspections in mine sites.

# CHILD LABOR IN KOLWEZI MINING SECTOR

Child labor is a major problem in the Kolwezi mining sector. **Children are often forced to work in dangerous and unhealthy conditions.** They are often paid very little, and they are denied their basic rights. The government of the DRC has made some efforts to address the problem of child labor in the mining sector. However, these efforts have been largely ineffective. The government lacks the resources and the political will to enforce child labor laws.

The Amnesty International Report , *"This is what we die for"*: Human rights abuses in the Democratic Republic of the Congo power the global trade in cobalt, confirmed the persistent problem of child labor. "It is no secret that children mine cobalt in the DRC. The US Department of Labor has listed it as a good produced by child labor since at least 2009. UNICEF estimated in 2014 that approximately 40,000 boys and girls work in all the mines across the whole of the former province, many of them involved in cobalt mining.

According to the Amnesty report, "All of the tasks carried out by children in the mines require them to carry heavy sacks of mineral ore, sometimes carrying loads that weigh more than they do. Children reported carrying bags weighing anywhere between 20 to 40 kg". "The children interviewed by researchers described the physically demanding nature of the work they did. They said that they worked for up to 12 hours a day in the mines, carrying heavy loads, to earn between one and two dollars a day. Even those children who went to school worked 10 to – 12 hours during the weekend and school holidays, and in the time before and after school. The children who were not attending school worked in the mines all year around."

**Children who work in mines are at risk of developing a number of health problems**, including respiratory problems, skin diseases, and injuries. They are also at **risk of being sexually abused** or exploited. The use of child labor in the mining

sector in Kolwezi is a complex issue with a number of contributing factors including extreme poverty of the families; children often work alongside adults in artisanal mines in order to help in providing for the daily needs of their families; weak enforcement of child protection laws, among other factors.

**Efforts by both local and international entities have to some extent helped to reduce child labor** in the Kolwezi mining sector.

The **DRC government's efforts include** ratifying international conventions and has implemented a number of programs to eliminate child labor in the mining sector. These programs include:

- The National Action Plan for the Elimination of Child Labor in the Mining Sector **(PANECL)**: The PANECL is a government plan to eliminate child labor in the mining sector. The PANECL includes provisions on education, health, and social protection for children.

- The Interministerial Committee on Child Labor **(CIME)**: The CIME is a government body that oversees the implementation of the PANECL. The CIME is responsible for coordinating the efforts of different government agencies to eliminate child labor in the mining sector.

- The National Observatory on Child Labor **(ONECL)**: The ONECL is a government body that monitors the situation of child labor in the DRC. The ONECL is responsible for collecting data on child labor and reporting on the progress of the PANECL.

**The key international conventions** concerning child labor that have been ratified by DRC include:

- ILO C. 138, Minimum Age
- ILO C. 182, Worst Forms of Child Labor
- UN CRC
- UN CRC Optional Protocol on the Sale of Children, Child Prostitution, and Child Pornography

The **Government** has established **relevant laws** and **regulations related to child labor** including:

- Minimum Age for Work: Article 6 of the Labor Code; Article 50 of the Child Protection Code (Law 09/001) (53, 54)

- Minimum Age for Hazardous Work: Article 10 of Ministerial Order No. 12 (55)

- List of Hazardous Occupations Prohibited for Children: Ministerial Order No. 68/13; Articles 10-16 of Ministerial Order No. 12 (55, 56)

- Prohibition of Commercial Sexual Exploitation of Children: Article 3 of the Labor Code; Articles 53 and 61 of the Child Protection Code (Law 09/001); Article 174 of the Penal Code (Law 06/018); Article 8 of the Ministerial Order No. 12 (53-55, 58)

- Prohibition of Using Children in Illicit Activities: Article 3 of the Labor Code; Article 8 of Ministerial Order No. 12; Article 53 of the Child Protection Code (Law 09/001) (53-55)

- Compulsory Education Age: Act No. 86/005 (61, 62)

- Free Public Education: Article 43 of the Constitution (57)

Another example of the efforts towards ending child labor includes the Cobalt for Development (C4D) initiative. Cobalt for Development (C4D) is a cross-industry initiative that includes the companies BASF, BMW, Samsung Electronics, Samsung SDI and Volkswagen with help from the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH. Their 2021 Action Pledge aims to support artisanal cobalt mining cooperatives to implement “zero child labor” procedures and address its root causes in communities in the Democratic Republic of the Congo. C4D has been implemented by GIZ as well as the local partners Bon Pasteur, IMPACT and Artisanact.

# SWOT ANALYSYS

This SWOT Analysis uses feedback from BP Programme Target communities and BP staff including social workers, child development personnel (teachers), monitoring and evaluation staff, finance and administration staff, and support staff among others.

This information was collected during the strategic planning workshop, the Final Evaluation of the 2018-2022 Strategic Plan, and the 2023 Needs Assessment among other avenues to identify and understand both internal and external factors that are either advantageous or disadvantageous in achieving the objectives of the BP Programme.

## STRENGTHS

- The BP Programme has a strong foundation through the last two strategic plans (2013-2017 and 2018-2022).
- National and international legislation supports the Programme's work toward eradicating child labor.
- Success has been achieved by the BP Programme in the fight against child labor - e.g. advocacy work that ensured amendments to the DRC mining code; mining companies respecting the stipulations of the mining code which state that children shall not work in the copper and cobalt mines and neither should the companies buy minerals from the children. Bon Pasteur is considered an example of good practices in Child protection by local and national government.
- A key ingredient in the batteries of electric cars is cobalt and as electric cars become increasingly popular, more attention is being drawn to the fact that child labor is prevalent in DRC's cobalt supply chain - and therefore a number of multinational companies including car manufacturers have pledged to take action against child labor in DRC, therefore pushing the relevance of the BP Programme.
- BP Kolwezi is viewed as a credible and trustworthy organization by the local communities, by the authorities that BP works with, in Kolwezi, and internationally.
- Diversified development partners supporting the Programme.
- BP Kolwezi Programme is internationally recognized and appreciated and therefore has been awarded prizes such as the Opus Prize, Stop Slavery Hero Award among others.
- A holistic approach to community development.
- BP Programme has been capable of providing free education to the children and therefore they can access education which keeps them away from working in the ASM and also gives them a chance for a better future.
- The BP Programme has been providing access to healthcare for the children and their families, and as they remain in good health, they attend school.
- Through the BP Programme safeguarding activities, it has been possible to protect the health, well-being, and human rights of the children, women, and girls which has allowed them to live free from abuse, harm, and neglect.
- Congregational support: Sisters working in BP Kolwezi since 2012 have gained credibility and trust.
- Strong BP team: young and dynamic BP team; qualified personnel to resolve the community's challenges; staff that the community has confidence and trust in.
- Teamwork: BP staff involvement in strategic planning, needs assessment, evaluations and in all other processes - everyone's opinion, ideas, etc. are considered.
- Valuable technical support provided by the Good Shepherd International Foundation.
- Possession of documents to legally operate.
- Adaptability to new circumstances.

## WEAKNESSES

- Limited capacity-building opportunities for all BP staff.
- The poor state of BP infrastructure in some BP Programme target sites such as Mukoma.
- Lack of exposure of staff to other projects doing similar work.
- Constantly changing economic environment influenced by local and international factors such as fluctuation of mineral prices; COVID-19; Ukraine war.
- Low level of collaboration with local institutions and NGOs.
- Low capacity of HR - Need to update and enforce some policies and procedures.
- Lack of medical cover for staff.
- Inadequate tools for work in different outcome areas.
- No school feeding for all other BP informal schools - only being done in Kanina.
- Lack of a qualified Psychologist for the Programme.
- Weak market analysis to inform Programme interventions.
- Insufficient number of health care personnel to attend to all BP informal schools learners.
- Weak communication mechanisms within the Good Shepherd network and at local and international levels.
- Lack of political willingness not only in Kolwezi but in DRC in general therefore making advocacy difficult or unfruitful in some cases.
- Risks and threats for the staff and beneficiaries in doing advocacy and lobbying at the local level.
- Previous prevalence of a needs-based approach as opposed to a rights-based approach, therefore the community has become accustomed to constantly "receiving".
- Lack of delivery of complete support to the most vulnerable - especially in vocational skills training, e.g. no provision of start up-kit upon completion of training.
- Poor or total lack of reliable public infrastructure such as roads, healthcare services, etc.
- Lack of support for the most vulnerable families from the public services.

## OPPORTUNITIES

- Availability of government legal framework on child labor, extraction of minerals, etc.
- Nationally and internationally recognized standards and policies that advocate for eradication of child labor; ending hunger; achieving food security; ensuring healthy lives, etc.
- Continuous media bubble concerning cobalt mining can increase attention towards BP Kolwezi and lead to new funding opportunities.
- Good Shepherd International Foundation support.
- Generosity of the local authorities, e.g. land offers from the local chiefs. In general – the local community is cooperative.
- Opportunity to do advocacy to ensure a sustainable and responsible battery value chain - that battery production safeguards human rights and promotes health and environmental sustainability.
- BP's activities attract donors to finance the project.
- Awards won by BP Kolwezi are attestation to the exceptional work being done by the Programme and the effort of the BP staff.
- Possible partnerships with other similar organizations organisations.
- Possibility of collaboration or partnership with government and mining companies.
- Availability of resources to be developed e.g. land.
- General security in Kolwezi in comparison to many other parts of the DRC.
- Increasing interest and efforts by the DRC government to support the most vulnerable.
- Name of BP is wellknown in Kolwezi by the people, governmental institutions, mining companies, etc.
- Successful activities within the communities that are a testimony.
- Possibility of generating income for self-sustainability through several outcome areas including Outcome 1: Chakula Kwa Kuishi (ChaKuishi): food for life project and Outcome 2: Usimamizi na Uchumi ya Mama na Dada (USUMADA)/Economic Empowerment of women and girls project.

## THREATS

- BP's reputation is at risk upon working with other NGOs that have gained a bad reputation within the ASM communities for past projects that were not well completed.
- BP's reputation at risk if funds are accepted from mining companies that are considered responsible for human rights violations.
- Difficulties in starting a social enterprise with ASM people in an unstable socio-economic context where all revolves around mining.
- Lack of employment opportunities for those beneficiaries who finish schooling and professional training.
- Land grabbing by international multinationals affecting the target communities.
- Delocalisation of people, as a consequence of multinationals' arrivals/new concessions.
- Lack of clear, documented, accessible DRC government policies and legislations.
- Environmental pollution.
- Low revenue from local initiatives by BP Kolwezi Programme.
- Increasingly adverse climatic conditions - affecting especially agricultural activities.
- The constant "pull" causes children to still be attracted to the mines - when there is a total lack of food at home and they are forced to help their families.
- Lack of political will to serve the people and institutional fragility of those institutions that are supposed to protect the vulnerable and to implement the law.
- Corruption in state offices from which BP needs support
- Political instability especially during the period leading to, around and after presidential elections.
- Possibility of donor fatigue.
- Accidents in the ASMs which take away breadwinners of the beneficiaries' families, forcing children to relocate elsewhere where they may not have access to education.
- Weak sustainability strategies for Programme continuity.
- Controls from governmental institutions who might have an interest in shutting down some of BP activities.
- Competing with other NGOs in the field who have different policies which are more attractive to the beneficiaries.
- Poor state of infrastructure at the target sites.

# TARGET SITES

## 1. KANINA

Kanina, a suburb of the city of Kolwezi, has become a home for artisanal miners of 102,245 people including 39,912 children. In the cobalt rush, people from central and northern DRC are moving to Kolwezi in hopes of earning money from minerals. Most of them have settled in the Kanina neighbourhood for its affordable slums as they struggle to make ends meet on their minimal income from the mines. Families mainly depend on unsafe and illegal mining activities such as working around embankments and/or mining tunnels on company concessions to earn a living.

In 2019, as mining companies began closing their mining concessions, families in Kanina began digging on their residential plots to extract cobalt, resulting in the deaths of children falling into the pits, clashes between young diggers and neighbouring mining companies and arrests. Children in this region aged 8 and over are out of school and become income generators. They dig, wash, collect, package and sell cobalt and copper to meet the basic needs of the family.

## 2. MUSONOIE

Located 7 km from Kolwezi, counts 50,000 inhabitants, near the Gécamines. In January 2016, the community of Tshipuki, part of Musonoie started to excavate minerals within their parcel. COMMUS Mining company operates in this area too.

## 3. KAPATA

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)

## 4. KABAMBA

7 km from Mukoma, the village of Kabamba has grown with the arrival of artisanal miners, transforming the village into a large rural agglomeration of indigenous people and people of various tribal origins. The village has been the site of several inter-tribal conflicts. The community is surrounded by a large mining project that is polluting its water and sabotaging the communities' livelihoods. People with no space to farm turn to mining for a living.

Families depend on inadequate individual pharmacists for health care. The community faces several health issues including but not limited to maternal and infant mortality.

## 5. MUKOMA

A mining village of 3,012 inhabitants including 1,073 children located 10 km from Kolwezi. The inhabitants of Mukoma depend on both mining and agriculture. The community lacks access to clean water, electricity, healthcare, and schools.

Families in Mukoma and neighboring villages mainly rely on Bon Pasteur who initiated the construction of a community school, has been training households in sustainable agriculture and in saving money through savings groups. Although most children have been taken out of the mines to go to school, 33% of them drop out of school and relapse into mining activities (information based on BP Monitoring and Evaluation Data). The community of Mukoma has struggled over the past 10 years to save itself from extinction because of the nearby mining project wanted to relocate the community.

## 6. KATAPULA

Located 30 km from Kolwezi town, near the CHEMAF SARL concession. Estimated 1700 families. It is a homogenous village and the majority of people rely on fishing and washing of minerals.

## 7. TSHALA

The village of Tshala is located about 18 Km northwest of the town of Kolwezi. The population is estimated at 26,500 people, of which about 30% are under 18 years old. The community has similar characteristics to Kanina and other mine sites where BP works.

The main problems affecting the community of Tshala are the lack of basic infrastructure including roads, health centers, potable water, schools, etc. In the village, there are six primary and three secondary schools, which are not sufficient to address the potential demand of all the school-age members of the community. Similarly, there is only one health center. Most men work in the mining sector: extracting, washing, and processing cobalt and copper. Women and children are also involved in ASM. Tshala is close to the main national road Route 39 but it is still difficult to access it because of bad road conditions, which make it impossible for the people to leave their villages even in cases of emergency. The water borehole drilled by Metalkol, next to the house of chef de village is functioning and is appreciated by the community members. However, at least three other boreholes will be needed to accommodate the water demand of the full village.

## 8. KISOTE

Located 22 Km from Kolwezi, counts 11,750 inhabitants. Bon Pasteur started its activities here in 2019 being the local implementing partner of the community component of the Cobalt 4 Development project, implemented by the German development agency (GIZ) and exclusively funded by a cross-industry partnership including BASF, BMW, Samsung Electronics, Samsung SDI and Volkswagen Group.

The community component of the project succeeded in improving the living conditions of more than 3,000 residents of Kisote and surrounding communities by providing access to education, vocational trainings, financial literacy trainings and agriculture trainings. Since the conclusion of the project in 2022, it was possible to start witnessing the long-term developmental changes it brought about, such as increased school attendance, empowerment of local farmers, increased engagement of the local community in its development.

# 1. KANINA

Situated in the immediate periphery west of Kolwezi. 100,000 estimated total inhabitants. Adult population is mostly involved in ASM. Located near the Gécamines, KCC, and COMMUS mining sites.

| TARGET POPULATION | SOCIO-ECONOMIC CONDITIONS | PLANNED ACTIVITIES |
|---|---|---|
| 5,655<br>Direct Beneficiaries | • 70% 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 programme through a sound marketing and business plan;<br>• Provide opportunities to attend technical secondary school for boys after graduation<br>• Promote Child Healthcare Practices including breastfeeding, vaccination, regular check-ups, healthy eating, physical activity, mental health care, dental care, safety, etc.<br>• Sensitize girls and women in reproductive age on the importance of menstrual hygiene |
| 900 Children<br>0-6 years | | |
| 1,350 Children<br>7-15 years | | |
| 930 Girls<br>16-18 years | | |
| 750 Boys<br>16-18 years | | |
| 1185 Women | | |
| 530 Men | | |
| 25,400<br>Indirect Beneficiaries | | |

# 2. MUSONOIE

Located 7 km from Kolwezi, counts 50,000 inhabitants, near the Gécamines. In January 2016, the community of Tshipuki, part of Musonoie started to excavate minerals within their parcel. COMMUS Mining company operates in this area too.

| TARGET POPULATION | SOCIO-ECONOMIC CONDITIONS | PLANNED ACTIVITIES |
|---|---|---|
| 1,325 Direct Beneficiaries:<br>100 Children 0-7 years<br>150 Children 7-15 years<br>180 Girls 16-18 years<br>460 Boys 14-18 years<br>225 Women<br>210 Men<br>7,000 Indirect Beneficiaries | • 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>• Organize 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>• Sensitize girls and women in reproductive age on the importance of menstrual hygiene<br>• Promote Child Healthcare Practices including breastfeeding, vaccination, regular check-ups, healthy eating, physical activity, mental health care, dental care, safety, etc. |

# 3. KAPATA

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)

| TARGET POPULATION | SOCIO-ECONOMIC CONDITIONS | PLANNED ACTIVITIES |
|---|---|---|
| 1,280<br>Direct Beneficiaries | • 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>• Organize 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>• Promote Child Healthcare Practices including breastfeeding, vaccination, regular check-ups, healthy eating, physical activity, mental health care, dental care, safety, etc.<br>• Sensitize girls and women in reproductive age on the importance of menstrual hygiene |
| 150 Children<br>0-7 years | | |
| 170 Children<br>7-15 years | | |
| 175 Girls<br>16-18 years | | |
| 280 Boys<br>16-18 years | | |
| 365 Women | | |
| 240 Men | | |
| 5,500<br>Indirect Beneficiaries | | |

# 4. KABAMBA

Located 20 km from Kolwezi, by the Chemaf concessions. Estimated 1,250 families. It is a homogenous village and the majority of people rely on washing of minerals done near their household. The community was involved in activities of the PROMINES project

| TARGET POPULATION | SOCIO-ECONOMIC CONDITIONS | PLANNED ACTIVITIES |
|---|---|---|
| 1,800<br>Direct Beneficiaries | • School infrastructure is non-existent; 80% of children are not attending school<br>• No local health centre (people need to walk 6 km to access basic medical care<br>• Children eat once a day. High malnutrition rate<br>• 60% 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>• Organize informal school for remedial classes for children.<br>• Literacy and numeracy programs for girls and women.<br>• Sensitize girls and women in reproductive age on the importance of menstrual hygiene.<br>• Livelihood programs for women.<br>• Promote Child Healthcare Practices including breastfeeding, vaccination, regular check-ups, healthy eating, physical activity, mental health care, dental care, safety, etc.<br>• Vocational training for girls.<br>• Microfinance |
| 200 Children<br>0-7 years | | |
| 500 Children<br>8-15 years | | |
| 200 Girls<br>16-18 years | | |
| 150 Boys<br>16- 18 years | | |
| 500 Women | | |
| 250 Men | | |
| 5,825<br>Indirect Beneficiaries | | |

# 5. MUKOMA

A mining village of 3,012 inhabitants including 1,073 children located 10 km from Kolwezi. The inhabitants of Mukoma depend on both mining and agriculture. The community lacks access to clean water, electricity, healthcare, and schools.

| TARGET POPULATION | SOCIO-ECONOMIC CONDITIONS | PLANNED ACTIVITIES |
|---|---|---|
| 1,950<br>Direct Beneficiaries | • Schools are not existent or in poor conditions; 60% of children have no access to school<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 USD 1 to 5 | • Set up an integrated child protection system;<br>• Awareness raising on the rights of children, girls and women;<br>• Organize informal school for remedial classes for children;<br>• Literacy and numeracy programs for girls and women;<br>• Livelihood programs for women;<br>• Sensitise girls and women in reproductive age on the importance of menstrual hygiene<br>• Promote Child Healthcare Practices including breastfeeding, vaccination, regular check-ups, healthy eating, physical activity, mental health care, dental care, safety, etc.<br>• Vocational training for girls |
| 250 Children<br>0-7 years | | |
| 550 Children<br>7-15 years | | |
| 205 Girls<br>16-18 years | | |
| 110 Boys<br>14-18 years | | |
| 530 Women | | |
| 305 Men | | |
| 6,950<br>Indirect Beneficiaries | | |

# 6. KATAPULA

Located 30 km from Kolwezi town, near the CHEMAF SARL concession. Estimated 1700 families. It is a homogenous village and the majority of people rely on fishing and washing of minerals.

| TARGET POPULATION | SOCIO-ECONOMIC CONDITIONS | PLANNED ACTIVITIES |
|---|---|---|
| 295<br>Direct Beneficiaries | • 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 | • Awareness raising on the rights of children, girls and women;<br>• Literacy and numeracy programs for girls and women;<br>• Livelihood programs for households;<br>• Microfinance |
| 25 Girls<br>16-18 years | | |
| 30 Boys<br>16-18 years | | |
| 145 Women | | |
| 95 Men | | |
| 3,500<br>Indirect Beneficiaries | | |

# 7. TSHALA

Located 18 Km from Kolwezi, surrounded by mountains which belong to the mining companies such as METALKOL, RUBAMIN and Gécamines. he population is estimated at 26,500 people, of which about 30% are under 18 years old. The community has similar characteristics to Kanina and other mine sites where BP works.

| TARGET POPULATION | SOCIO-ECONOMIC CONDITIONS | PLANNED ACTIVITIES |
|---|---|---|
| 2,280 Direct Beneficiaries<br>500 Children 0-6 years<br>150 Children 7-15 years<br>525 Girls 16-18 years<br>160 Boys 16-18 years<br>670 Women<br>200 Men<br>15,650 indirect beneficiaries | • 70% 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 USD 1 to 5<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 programme through a sound marketing and business plan;<br>• Provide opportunities to attend technical secondary school for boys after graduation.<br>• Promote Child Healthcare Practices including breastfeeding, vaccination, regular check-ups, healthy eating, physical activity, mental health care, dental care, safety, etc.<br>• Sensitize girls and women in reproductive age on the importance of menstrual hygiene |

# 8. KISOTE

Located 22 Km from Kolwezi, counts 11,750 inhabitants. The community component of the project succeeded in improving the living conditions of more than 3,000 residents of Kisote and surrounding communities by providing access to education, vocational trainings, financial literacy trainings and agriculture trainings.

| TARGET POPULATION | SOCIO-ECONOMIC CONDITIONS | PLANNED ACTIVITIES |
|---|---|---|
| 1,100<br>Direct Beneficiaries | • Women literacy rate 32% vs. 86% men literacy rate<br>• Agriculture is the most prevalent income generating activity<br>• Average monthly individual income approximately 69 usd<br><br>*Data from baseline report C4D by IMPACT* | • Promote Child Healthcare Practices including breastfeeding, vaccination, regular check-ups, healthy eating, physical activity, mental health care, dental care, safety, etc. |
| 400 Children<br>0-17 years | | |
| 600 Women | | |
| 100 Men | | |
| 5,000<br>indirect beneficiaries | | |

# EXPECTED BENEFICIARIES

| TARGET SITES | BENEFICIARIES | |
|---|---|---|
| | DIRECT | INDIRECT |
| KABAMBA | 1,800 | 5,825 |
| KANINA | 5,655 | 25,400 |
| KAPATA | 1,280 | 5,500 |
| KATAPULA | 295 | 3,500 |
| KISOTE | 1,100 | 5,000 |
| MUKOMA | 1,950 | 6,950 |
| MUSONOIE | 1,325 | 7,000 |
| TSHALA | 2,280 | 15,650 |
| **TOTAL** | **15,685** | **74,825** |

## STAKEHOLDER ANALYSYS

Over the years, the number of stakeholders who are interested eradicating child labor in cobalt mining plus promoting and protecting children's rights have increased in number for several reasons including:

- The increased number of mining companies now present in Kolwezi and the fact that more of them are now interested in fulfilling their social responsibility obligations as required e.g. by the DRC Mining Code and are therefore looking to partner with organizations such as Bon Pasteur;

- Increased political will of governmental offices and officials to provide the services to the communities due to pressure put on them through advocacy activities;

- An increase in global pressure to ensure a clean cobalt supply chain, therefore, leading to the formation of for example the Global Battery Alliance, etc. that BP has partnered with;

- An increasing number of donors willing to fund Bon Pasteur activities;

- The new outcome area, "Bon Pasteur Afya Bora (AFYA BORA)/ Bon Pasteur Good Health" has led to a new partnership in healthcare.

## GOOD SHEPHERD INTERNATIONAL FOUNDATION (GSIF)

The Good Shepherd International Foundation ETS (GSIF) is a non-profit organization founded in 2008 by the Congregation of Our Lady of Charity of the Good Shepherd, a women's religious Congregation present in over 73 countries around the globe. GSIF was founded to support the development of the Congregation's ministries in the most impoverished areas of the world.

The Foundation offers assistance to the Good Shepherd ministries in 33 countries of Africa, Asia, Latin America, and the Middle East that protect and promote the rights of girls, women, and children who live in poverty, are exploited, abused, discriminated, trafficked or forced to migrate, striving to create the conditions for economic justice, and to change unjust systems.

Since 2013, GSIF has been supporting Bon Pasteur Kolwezi in DR Congo with technical assistance in strategic planning and management of their community development Programme, communication at the international level, and resource mobilization to ensure the Programme's sustainability.

www.congo.gsif.it

## ECAP - MISSION DEVELOPMENT OFFICE (MDO)

The Eastern and Central Africa Province Mission Development Office (ECAP MDO) based in Nairobi-Kenya, was established in 2021, with the mandate to coordinate and support Ministries within the countries; Kenya, Uganda, DR Congo, and South Sudan. The Ministries (programs) are broadly classified into five thematic areas: Education, Health, Women/ Community Empowerment, Rescue and Rehabilitation and Livelihood security. Justice and Peace, Advocacy as cross-cutting themes embedded in all Program areas. Among its many roles and responsibilities, the MDO-ECAP, provides support in Programme monitoring, staff capacity building, fundraising and resource mobilization, needs assessment, strategic planning and partnership building, among others.

The ECAP Province Leadership Team is ultimately responsible for the MDO. The Office partners closely with GSIF, and is bound by a signed Memorandum of Understanding (MoU) that outlines clear roles, responsibilities and functions. Guided by this partnership agreement, MDO collaborate with GSIF in fundraising, training, policy development, strategic planning, program management, networking at regional and international level.

## GOVERNMENTAL AGENCIES

BP is currently working in close collaboration with the Ministère des Affaires Sociales, des Actions Humanitaires et de la Solidarité Nationale to ensure that upon graduation from the Economic Empowerment Outcome area training courses, the women and girls are awarded a state-recognized certificate.
The ministry also attends the graduation ceremony and gives talks to encourage the graduates. BP also collaborates with the Le Ministère de l'Enseignement primaire, secondaire et technique (EPST) so that the BP children can sit the national TENAFEP exam in as much as BP schools are informal, which gives the children a chance to rejoin formal schools.

The Programme also works in close collaboration with the Le Ministère de la Santé Publique through the Infirmière Titulaire to ensure that the activities carried out by the AFYA BORA project follow the national regulations; ensure access to technical guidelines that are available etc. There is also the possibility of creating new partnerships with other governmental agencies including the Ministère des Sports, Ministère de la Défense Nationale, Ministère de l'Environnement, Ministère des Mines, Ministère des Droits Humains, Ministère de la Justice, Ministère des Infrastructures, and Ministère du Développement Rural.

## THE MINING SECTOR

On 10 March 2018, an overhauled Mining Code was signed into law in DRC. This law requires a company to spend 0.3% of its turnover on local development needs which has made it more possible to do advocacy requiring mining companies to invest in development activities within the communities. BP, through advocacy efforts in the HAKI YA BINADAMU NA MAZINGIRA (HABIMA)/HUMAN RIGHTS AND ENVIRONMENT project, success has been achieved in some of the Programme target sites whereby mining companies have funded the construction and repair of hospitals, schools, etc. Additionally, BP has been receiving food donations from CDM and KCC mining companies; Eurasian Resources Group (ERG) supported the Good Shepherd Sisters Programme in Kolwezi through a 3-year funding agreement.

## FUNDING AGENCIES

The BP Kolwezi Programme is funded by various international funding actors, including Misean Cara, ERG, Mercedes Benz, GIZ, Missio Austria, Google, Begeca and Manos Unidas. From 2024, the BP Programme will also be supported by the European Union Commission with a new project implemented in partnership with IMPACT and others. The increased and diversified funding of the Programme since its debut is the result of positive assessments and evaluations and of relationships built on trust and transparency.

## FAITH-BASED ORGANIZATIONS

BP Kolwezi's faith-based approach is deeply intertwined with its mission to empower communities in targeted areas. Through close collaboration with international faith-based organizations, the Programme seeks to uplift and support populations in need. The Programme's partnership with the Catholic Church of Kolwezi is marked by the unwavering support of the Bishop, who not only provides moral and spiritual guidance but also facilitates the acquisition of crucial legal documents essential for the Programme's operations. Moreover, the BP hall hosts various events organized by the diocese thus strengthening the collaboration for the good of the local population.

The involvement of Franciscan and diocesan priests adds a profound layer of spiritual nourishment, as they offer regular masses and moral teachings to both Programme participants and staff. Additionally, BP collaborates with local Protestant Pastors, managing activities in churches and encouraging participation and ownership of BP work in all targeted communities.

The Programme's commitment to co-learning best agricultural practices is exemplified by its close collaboration with the Orthodox Church. In partnership with Orthodox fathers, BP strives to enhance agricultural knowledge, which not only benefits the Programme but also fosters sustainable practices within the community.

Furthermore, the support of the Orthodox Church extends to mobilizing members of the Kisote community, who receive vital care at the Good Shepherd Health Service clinic. This multifaceted collaboration highlights the Programme's holistic approach to community development and well-being.

As BP Kolwezi continues to expand its network of partnerships, there are numerous opportunities for further collaboration with organizations such as the Salvadoran Sisters and Les Soeurs de Notre Dame de Lumiere (sisters of Mwanga). These potential partnerships hold the promise of enriching the Programme's impact and extending its reach to even more individuals in need.

# STAKEHOLDER MAPPING

| STAKEHOLDER | INTERESTS | ENGAGEMENT STRATEGY |
|---|---|---|
| Mining companies other companies | Income and profits from their purchases | Use tractor, Increase production, Apply the marketing approach, combining the 4P Marketing |
| Ministry of Agriculture, Fisheries and Livestock | Technical and administrative support for agricultural groups | Plan capacity building workshops by involving state services; Engage through policy advocacy and collaboration |
| The Ministry of Rural Development | Technical and administrative support for agricultural groups | Engage through policy advocacy and collaboration; Plan capacity building workshops by involving state services. |
| The Ministry of Planning and Territorial Development | Capacity building for associations | Plan capacity building workshops by involving state services, Engage through policy advocacy and collaboration |
| The Ministry of Entrepreneurship, Small and Medium Enterprises | Association capacity-building; Links with other funding bodies | Organize capacity building workshops by involving them to promote Project actions at government level |
| The University of Kolwezi, Faculty of Agricultural and Economic Sciences; | Exchange of experience between UNIKOL and BP, capitalize the skills of researchers and share our good practices with the student world | Promote collaboration between UNIKOL and BP by accepting student internships on the farm |
| Supermarkets | Income and profits from their orders and purchases from the Chakuishi Agricultural Training Center | Increase production and carry out marketing actions |
| Religious leaders | Support for the Program | Engage through community outreach and education |
| Schools | Purchase of farm produce by schools | Carry out marketing actions in schools for the sale of produce from the Chakuishi Agricultural Training Centre |
| Restaurants, Hotels and Guest houses | Purchases of farm produce | Increase production and carry out marketing |
| Media | Awareness | Engage through press release and media coverage; Advocacy activities |
| GSIF | Funding | Training; Funding; International Advocacy; Materials; Technical guidance |
| Religious and land chiefs, cell leaders, | Spaces and land for agriculture; Community awareness-raising on child protection and reporting through an informal mechanism | Maintain good relationship, involve in decision making |
| Chef de Quartier | Authorization for activities | Maintain good relationship, involve in decision making |
| Community leaders | Act as a link between the community and the project | Through awareness-raising and community visits |
| DGM | Visas | Application for visa for international travelers |
| The Ministry of Gender, Family and Children | Facilitate exams after training | Facilitate exams after training |
| The Ministry of Social Affairs, Humanitarian Action and National Solidarity | Collaboration on policy development; Capacity-building; Information sharing and data exchange; Coordination and referral mechanisms | Development of policies and guidelines related to child protection, child labor, women's rights, and social welfare;<br>Providing training and technical assistance on topics such as child protection, social work, and community development,<br>Collaboration will ensure that the Programme and the ministry have access to accurate and up-to-date information to inform decision-making and Programme planning;<br>Identifying and referring beneficiaries in need of social services |

| STAKEHOLDER | INTERESTS | ENGAGEMENT STRATEGY |
|---|---|---|
| National Police Service, ANR, PARQUETS | Access to transfers of cases of violence and abuse, information, and protection for victims | Will be undertaken through partnerships and agreements. |
| Government (local and provincial): Ministry of Sports, Ministry of Mines, Ministry of Social Affairs, Ministry of Infrastructure, Ministry of the Interior, Ministry of the Environment, Ministry of Justice, Ministry of National Defense, Town Halls, Communes. | Supporting communities in financing their social projects and working with the project | Engaging through political advocacy and collaboration |
| Civil Society (External Trainer) | Collaboration with the Programme | Engaged through joint proposals, advocacy and reports, training on human rights |
| Catholic Church of Kolwezi | Collaboration with the Programme | Moral and spiritual guidance; Facilitating acquisition of crucial legal documents essential for the Programme's operations; BP hall hosts various events organized by the diocese |
| Franciscan and diocesan priests | Spiritual nourishment | regular masses and moral teachings to both Programme participants and staff. |
| Local pastors | Collaborate in managing activities in churches | Encouraging participation and ownership of BP work in all targeted communities. |
| Orthodox Church | Collaboration so as to reach the community in Kisote. | In partnership with Orthodox fathers, BP strives to enhance agricultural knowledge, and, mobilizing members of the Kisote community, who receive vital care at the Good Shepherd health service clinic. |
| Salvadoran Sisters and Les Soeurs de Notre Dame de Lumiere (sisters of Mwanga). | Salvatorian Sisters and Les Soeurs de Notre Dame de Lumière (Sisters of Mwanga). | Enriching BP Programme's impact and extending its reach to even more individuals in need. |
| Porticus | Funds, Training | Collaboration on Education initiatives |
| Misean Cara | Funds, Training | Maintain fruitful relationship |
| Eurasian Resource Group | Funds | Maintain fruitful relationship |
| Mercedes Benz | Funds | Maintain fruitful relationship, participate to Stakeholder Panel |
| GIZ | Collaboration with the program on several possible levels (Funds, Training etc) | Maintain fruitful relationship |
| Missio Austria | Funds, Training | Maintain fruitful relationship; collaborate for implementation of impactful projects |
| IMPACT (NGO) | Partnership on specific projects, Advocacy | Maintain fruitful relationship; collaborate for implementation of impactful projects |
| European Union Commission | Funds, Networking | Establish fruitful relationship with new project starting in 2024; |
| GSS congregation-GSS Ngo at UN | Funds, Training, Networking, Advocacy | Maintain fruitful relationship; participate to international advocacy initiatives |
| Google | Funds | Maintain fruitful relationship |
| Begeca (Misereor) | Funds, In-Kind donations | Maintain fruitful relationship |
| Manos Unidas | Funds | Maintain fruitful relationship |

# BON PASTEUR'S THEORY OF CHANGE

# BON PASTEUR'S THEORY OF CHANGE

Bon Pasteur Kolwezi has formulated a plan for the next five years, i.e. 2024 - 2028 based on information collected from various external stakeholders including target communities, some government ministries, and the BP staff.

This third plan will move away from focusing on achieving numbers (quantity) and towards ensuring quality interventions, for instance by improving the quality of infrastructure put in place in the last two strategic plans; ensuring follow-up of trainees after they graduate to ensure a successful transition into the marketplace; increasing production through the ChaKuishi project to increase on income earned that is intended to contribute towards the Programme's sustainability; increasing income generated from the USUMADA project, to contribute towards income intended for Programme sustainability and to also allow project participants to earn an income that will further contribute to their empowerment.

## VISION

**An inclusive, just, and empowered society in the Democratic Republic of the Congo (DRC) where all people can live dignified and fulfilled lives in harmony with the environment.**

We envision a DRC where:

- All people have access to quality education, healthcare, and other essential services.
- Everyone is treated with respect and dignity, regardless of their race, ethnicity, gender, religion, sexual orientation, race, creed, or disability.
- The environment is protected and preserved for future generations.
- The DRC is a peaceful and prosperous nation that is an active member of the global community.

We believe that this vision can be achieved through the collective efforts of the Congolese people, the government, and the international community. We are committed to working together to make this vision a reality.

We will contribute to this by:

- Supporting the development of quality education, healthcare, and other essential services.
- Promoting respect and dignity for all people, regardless of their race, ethnicity, gender, religion, sexual orientation, race, creed, or disability.
- Protecting and preserving the environment for future generations.
- Supporting the DRC's efforts to become a peaceful and prosperous nation that is an active member of the global community.

We believe that everyone has the right to live a dignified and fulfilled life, and we are committed to working with the Congolese people, the government, and the international community to make this vision a reality

# VALUES

The values that underpin the Bon Pasteur Programme in DRC, have their roots in transformative development that seeks to restore and facilitate the dignity of each human person:

## JUSTICE & PEACE

We are deeply committed to fostering a culture of justice and peace. We believe in creating an environment where fairness and equity prevail, and where every individual is treated with dignity and respect. Our Programme is dedicated to promoting peaceful conflict resolution and supporting initiatives that contribute to the well-being and harmony of the communities we serve. We recognize that sustainable development and human flourishing can only be achieved in an atmosphere of peace and justice, and we are steadfast in our efforts to uphold these values.

## RESPECT, INCLUSION & EQUALITY

Respect, inclusion, and equality are core principles that guide our actions at Bon Pasteur Kolwezi. We hold firm to the belief that every person deserves to be treated with respect and dignity, regardless of their background, identity, or beliefs. Embracing diversity, we actively cultivate an inclusive community where all individuals feel valued and empowered to contribute their unique perspectives and talents. Furthermore, we are dedicated to promoting equality of opportunity, striving to eliminate barriers and biases that may hinder the full realization of each person's potential.

## PARTNERSHIP & COLLABORATION

Bon Pasteur Kolwezi places great emphasis on the value of partnership and collaboration. We recognize that sustainable progress is best achieved through the combined efforts of diverse stakeholders working together toward common goals. We actively seek out opportunities to build strong and meaningful partnerships with local and international organizations, government entities, businesses, and communities. By fostering a spirit of collaboration, we aim to leverage collective expertise, resources, and networks to address complex challenges and create lasting positive change in our society.

## INTEGRITY, TRANSPARENCY & ZERO CORRUPTION

Upholding the highest standards of integrity, transparency, and a steadfast commitment to zero corruption is non-negotiable at Bon Pasteur Kolwezi. We hold ourselves to the strictest ethical principles, ensuring that all our actions are guided by honesty, fairness, and accountability. Transparency is deeply ingrained in our operations, and we are dedicated to maintaining open and honest communication with all stakeholders. Furthermore, we maintain a zero-tolerance stance against any form of corruption, actively working to prevent, detect, and eliminate corrupt practices within our institution and the broader community.

## COMPASSION & ZEAL

Compassion and zeal are integral to the ethos of Bon Pasteur Kolwezi. We approach our work with a profound sense of empathy, understanding, and concern for the well-being of others. Our commitment to compassion drives us to extend a helping hand to those in need, to advocate for the marginalized, and to provide support and care with warmth and kindness. Moreover, we approach our endeavors with zeal, enthusiasm, and determination, seeking to inspire positive change and make a meaningful impact in the lives of the individuals and communities we serve.

These values are not just words on a page but are deeply embedded in our actions, decisions, and interactions, guiding us as we strive to fulfill our mission and create a better, more just, and harmonious world.

# LONG-TERM GOAL (IMPACT)

## THE CHANGE BON PASTEUR **WANTS** TO ACHIEVE

**By the end of 2028, the Programme will improve the lives of 15,700 people including 5,370 children, 4,220 women, 1,930 men, 2,240 girls, and 1,940 boys from eight artisanal and small-scale mining communities of Lualaba province in the Democratic Republic of the Congo.** These direct beneficiaries can be categorized as follows:

### CHILDREN (0-15 years)

The Programme aims to benefit children in this age group, providing them with improved access to education and healthcare services.

### ADOLESCENTS (16-18 years)

Adolescents will be targeted by the Programme, offering them vocational training, literacy and numeracy programs, and awareness campaigns on their rights.

### WOMEN

The Bon Pasteur Programme aims to directly impact women in vulnerable situations in the targeted communities. It will provide them with livelihood programs, vocational training, and sensitization on reproductive health and menstrual hygiene.

### MEN

Men will benefit from income-generating activities and awareness raising on children, girls, and women's rights.

In addition to the direct beneficiaries, the Bon Pasteur Programme also **aims to indirectly impact approximately 75,000 individuals**, categorized as follows:

**Family members of direct beneficiaries**
This includes relatives, friends, and community members who are influenced by the positive changes experienced by the direct beneficiaries. It is estimated that approximately 70,000 individuals fall into this category.

**Community members and stakeholders**
The Programme will engage with various community members and stakeholders, such as local authorities, teachers, and healthcare providers, to create a supportive environment. Approximately 5,000 individuals are expected to be indirectly impacted.

By directly reaching out to approximately **15,700 individuals and indirectly impacting around 75,000 more,** the Bon Pasteur Programme seeks to generate sustainable positive change in the targeted communities. Through education, healthcare, vocational training, and awareness campaigns, it aims to create a lasting impact on the lives and well-being of these beneficiaries.

# OUTCOMES

To have an impact or in order for the BP Kolwezi Programme to achieve its long-term goal, the BP Programme's plan of action has been categorized into "Outcome Areas" all of which are interconnected to ensure a holistic intervention. Intervention via these outcome areas will be done either solely by BP Kolwezi or in collaboration with external partners.

OUTCOME 1

## CHAKULA KWA KUISHI

ChaKuishi

### FOOD FOR LIFE

**The targeted communities achieve economic empowerment and food security, through ChaKuishi.**

The training center will conduct agricultural and microfinance training mainly for women who come from very vulnerable backgrounds and their children will be enrolled in the BP informal schools. Based on a survey conducted in 2017, BP registered the need to involve selected groups of men and boys, under specific conditions and selection criteria, 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 the unbalanced distribution of resources could lead to increased social tension and fragmentation. Additionally, the training center will also train households in literacy and promote collaboration between the University of Kolwezi and BP by accepting student internships on the farm.

OUTCOME 2

## USUMADA

Usimamizi Na Uchumi
Ya Mama Na Dada

### ECONOMIC EMPOWERMENT OF WOMEN AND GIRLS

**Women and girls in the targeted communities are socially and economically empowered and live dignified lives**.

Through the USUMADA Outcome Area, women are taught about their rights and responsibilities; awareness is raised about sexual and gender-based violence; and they are taught about the constitutional amendments to the family code; psychosocial support is rendered in the communities among other activities that ensure that the rights of women are upheld.

OUTCOME 3

## MAHUWA
Maendeleo Na Hukingo Ya Watoto

### CHILD DEVELOPMENT AND PROTECTION PROJECT

**Children in target communities are protected through the creation of safe spaces where they can develop their full potential.**

The BP Programme will continue enrolling children into the BP informal schools and upon graduation in 6th Grade after the national TENAFEP exam, will be awarded the national certificate that will allow them to join formal schools. Additionally, psychosocial support will be provided for the children; they will be trained on safeguarding and child protection; and parents will be trained on positive parenting among other activities, all of which will protect the children from abuse and give them a chance for a much better future.

OUTCOME 4

## HABIMA
Haki Ya Binadamu Na Mazingira

### HUMAN RIGHTS AND ENVIRONMENT

**In targeted communities, the living conditions, protection of human rights, and community cohesion are improved.**

To promote sustainable development, improve the well-being of community members and address the unique challenges faced by individuals involved in the mining sector in artisanal and small-scale mining (ASM) communities in the Lualaba province of the DRC, BP will combine advocacy efforts, safeguarding and psychological support.

OUTCOME 5

## AFYA BORA
Bon Pasteur Afya Bora

### BON PASTEUR FOR BETTER HEALTH

**The living conditions of the target population have improved as a result of increased access to quality health services and education.**

AFYA BORA is the newest project of the Good Shepherd Sisters in Kolwezi. The purchase, design, customization, and import of the truck (Mobile Clinic) were concluded in 2021 and activities started in June 2022.

The objective is to offer quality pediatric and obstetrics/gynecology services to children, girls, and women in targeted communities and raise awareness about hygiene, sanitation, and reproductive health to prevent recurring diseases. Children, women, and girls of the most vulnerable communities have access to basic medical services thanks to the clinic. Among the clinic's activities include health training for girls, women, and children; sensitizing community members on the importance of using clean water and adopting adequate sanitation practices; training traditional midwives on delivery techniques; identifying, providing treatment and follow-up to malnourished children and pregnant women in target communities; promoting child healthcare practices including breastfeeding, vaccination, regular check-ups, healthy eating, physical activity, mental health care, dental care, safety, etc. in targeted communities, among other activities.

OUTCOME 6

## USIMAMIZI BORA

### EFFECTIVE MANAGEMENT

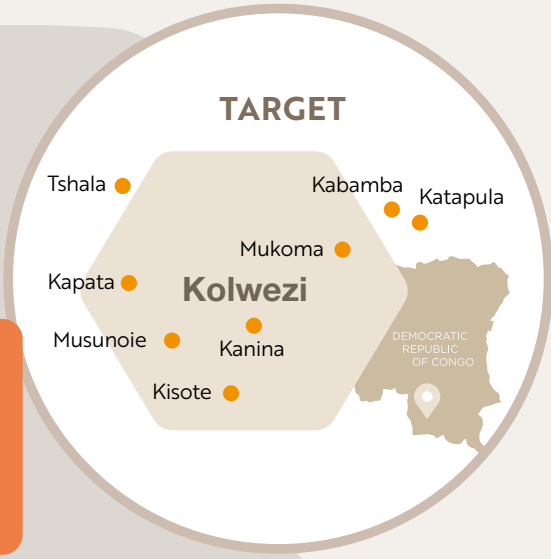
**Bon Pasteur is a model Programme of credible management and good governance, which builds staff capacities and Programme structures to ensure the successful implementation of its activities in the target communities.**

Through the 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 Programme of credible management and good governance.

# DR CONGO

## Bon Pasteur Kolwezi

# Theory of Change




024 2025 2026 2027

**2028**

## IMPACT

By 2028, over **15,700** people from eight ASM communities of Lualaba province in the DRC will enjoy improved living conditions.

## OUTCOMES

### 1 ChaKuishi
**Food for Life**

The targeted communities achieve economic empowerment and food security, through the ChaKuishi training center.

### 2 USUMADA
**Economic Empowerment of Women and Girls**

Women and girls are socially and economically empowered and live dignified lives.

### 3 MAHUWA
**Child Development and Protection Project**

Children are protected through the creation of safe spaces where they can develop their full potential.

### 4 HABIMA
**Human Rights and Environment**

In targeted communities, the living conditions, protection of human rights, and community cohesion are improved.

### 5 AFYA BORA
**Bon Pasteur For Better Health**

The living conditions of the target population have improved as a result of increased access to quality health services and education.

### 6 USIMAMIZI BORA
**Effective Management**

Bon Pasteur is a model Programme of credible management and good governance, which builds staff capacities and Programme structures to ensure the successful implementation of its activities.

## Key Outputs

- **5,370 children** in vulnerable conditions and/or involved in the Worst Forms of Child Labour will be enrolled in educational programs and provided with healthcare services
- **2,240 girls and 1,940 boys** will have gained skills through vocational training, literacy and numeracy programs to access decent jobs and will be aware of their rights
- **4,220 women** will be empowered through livelihood and vocational programs and will live healthier lives through the healthcare services of the Program
- **1,930 men** will be empowered through income-generating activities and will be sensitized on children, girls, and women's rights.

## Values

Respect & Inclusion
Integrity & Trasparency
Justice & Peace
Partnership & Collaboration
Compassion & Zeal

## Vision

An inclusive, just, and empowered society in the Democratic Republic of the Congo (DRC) where all people can live dignified and fulfilled lives in harmony with the environment.

CONGREGATION OF OUR LADY OF CHARITY OF THE GOOD SHEPHERD
BON PASTEUR ABSL

OUTCOME 1

# CHAKULA KWA KUISHI

ChaKuishi

FOOD FOR LIFE

**OUTCOME 1**

## **CHAKULA KWA KUISHI** ChaKuishi
## FOOD FOR LIFE

In the previous two strategic plans, 2013-2017 and 2018-2022, Alternative Livelihoods (Increased income and food security for families in the targeted villages through farming and income-generating activities) and Chakuishi (Agri-social business project started in 2018 to generate income through agribusiness for Programme's durability and expansion while transferring knowledge and providing for technical support to local farmers through regular training at the ChaKuishi farm by expert agronomists and fish farmers) were two separate pillars or Outcome Areas in the BP Programme. However, with this new Strategic Plan 2024-2028, the two Outcome Areas have been combined to form Chakula Kwa Kuishi (ChaKuishi)/Food For Life.

It has been determined, through various means of data collection and analysis such as Needs Assessment, M&E surveys, etc, that several challenges or gaps exist in the community living in Kolwezi and its surroundings that are affecting the community and these include:

**Subsistence poverty:** Poverty hinders the eradication of child labor. Women are mostly left by their husbands (either because of death or injury at the mines, illness, divorce, etc) with the burden of raising the children. If a woman earns an income by working in the mines, where the earnings are very little, to sustain the family, the children must work alongside her so that the income earned between them is greater. When working in the artisanal mines, children are forced to pick, collect, wash, crush, and transport minerals.
Some families, coming from other provinces, send their children to the ASM because they are not able to feed them. These children stay near the restaurants on the outskirts of the mining sites to help the restaurant owners by cleaning the dishes and then they get food as payment for the day.

**Gender-based violence:** According to a report by Radio Okapi, two hundred and forty women were raped in 2013 in the town of Kolwezi. Christine Kamana, head of the urban gender, family, and children department, said at a conference organized to mark the start of Women's Month that the majority of these cases involved minors . Gender violence cases have reduced but will remain a problem until the mentality of the population has been completely changed - for example, the notion that a woman cannot contribute to raising a family; that a woman is disrespectful when she doesn't follow instructions or when she speaks up; that a woman is meant to only work in the garden all day or is only supposed to be a housewife, and so on. The general thought is that a man bought the woman and so has authority over her.

**Malnutrition:** Through the health services being provided by AFYA BORA, it was noted that several children suffer from malnutrition. Due to high levels of poverty parents or guardians are unable to feed their children. Oftentimes, a family has to choose to either take their children to the artisanal cobalt and copper mines so that they can all work together to earn some little money or they can choose to send their children to school and when they send them to school, money that will be available for the family will be less. In Kanina, it was observed that on Monday, children arrive at school very weak since they either had no food at all or whatever was available was very little. During the week, the children's health is better off because they are given a meal at school.

Women and girls are still the most vulnerable segment of the ASM population, those most affected by poverty, discrimination, and violation of basic human rights.

## **OUTCOME 1 CHAKULA KWA KUISHI** ChaKuishi

FOOD FOR LIFE

| Activities | Outputs | Intermediate Outcomes | Final Outcome |
|---|---|---|---|
| 1. Develop the financial literacy, and microfinance training syllabuses; adapt savings groups internal regulations to BP policy and equip groups with microfinance management tools.<br>2. Raise awareness and train community members on the importance of savings.<br>3. Select and set up savings group activities.<br>4. Select and set up microcredit groups in target communities.<br>5. Train supervisors in management and continuous monitoring of saving groups.<br>6. Train households in literacy and basic financial literacy.<br>7. Develop a literacy syllabus.<br>8. Organize capacity-building seminars on financial education for microfinance groups.<br>9. Organize experience-sharing workshops between different savings groups.<br>10. Accompany savings groups in the process of opening bank accounts.<br>11. Train members in associative leadership and movement.<br>12. Organize periodic problem-solving meetings with individuals and savings groups.<br>13. Monitor microfinance activities in the target sites. | **Output 1.1.1**<br>Targeted project participants are organized into strong microfinance groups to mobilize savings and access to credit | **Outcome 1.1**<br>Targeted project participants and their households have increased savings and financial management capacity. | **Outcome 1**<br>The targeted communities are economically empowered and attain food security, through the ChaKuishi. |
| 1. Carry-out a market study to map the existing and new potential income-generating activities (IGAs) and assess their profitability and sustainability.<br>2. Develop a business/marketing plan to increase profitability of existing and new income-generating activities (IGAs) including agriculture, fish farming and livestock breeding.<br>3. Train participants in entrepreneurship and business plan development.<br>4. Strengthen existing IGAs by purchasing equipment.<br>5. Provide technical support for the creation of new individual businesses and micro-enterprises for households.<br>6. Train households involved in IGAs on their management.<br>7. Network with associations to facilitate the sale of agricultural produce.<br>8. Organize experience-sharing workshops between different agricultural associations.<br>9. Facilitate the legalization of association statutes.<br>10. Conduct capacity-building sessions of associations. | **Output 1.2.1**<br>Targeted project participants are supported to establish and successfully manage Income Generating Activities. | **Outcome 1.2**<br>Targeted project participants and their households have increased their revenue through profitable, diversified and sustainable IGAs. | |

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| 1. Provide training, equipment and support for the entire sustainable agriculture cycle, including household production inventories.<br>2. Plan the agricultural production calendar with the community.<br>3. Organize periodic problem-solving meetings with individuals and farming groups.<br>4. Monitor households for agricultural, livestock and micro-business activities.<br>5. Regularly train beneficiaries on poultry and small ruminant breeding.<br>6. Implement and monitor collective and individual breeding of chickens and small ruminants.<br>7. Train households on the implementation of agro-forestry system.<br>8. Train households in the agricultural entrepreneurship school approach.<br>9. Strengthen staff capacities in various fields in the needed areas of improvement.<br>10. Monitor agricultural activities in community fields.<br>11. Organize a training program of agronomists, led by an experienced and certified trainer, to monitor and ensure the sustainability of households farming activities. | **Output 1.3.1**<br><br>Targeted project participants have capacity to produce more high-quality agricultural and livestock products. | **Outcome 1.3**<br><br>Targeted project participants and their households have improved their food security, through sustainable agriculture and animal husbandry. | **Outcome 1**<br><br>The targeted communities achieve economic empowerment and food security, through the Chakuishi Agricultural Training Center |
| 1. Develop the annual agriculture cycle calendar.<br>2. Manage the entire agriculture cycle at the farm following the established calendar.<br>3. Purchase the equipment needed to strengthen the agricultural and farming activities at the farm.<br>4. Maintain and improve the farm's irrigation system.<br>5. Conduct soil tests and seek professional support to improve soil fertility and production.<br>6. Plan and establish new fish ponds to increase fish production.<br>7. Expand infrastructure to increase and diversify livestock farming.<br>8. Build hatchery for fish production.<br>9. Set up a fish feed production system.<br>10. Purchase a tractor for farm and association agricultural activities.<br>11. Operate the entire farm on a continuous basis. | **Output 1.4.1**<br><br>Increased profitability of the agricultural business activities carried out at the farm contributing to Program Sustainability Fund. | **Outcome 1.4**<br><br>The Chakuishi project is financially self-sufficient and contributes to the sustainability of the BP Kolwezi Program. | |

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| 1. Conduct market research and revise ChaKuishi's business plan in accordance with the research findings.<br>2. Continuously collect information about the market and update the pricing plan in reference to market developments.<br>3. Promote ChaKuishi agricultural products through local media, posters, flyers, price menus, and organizing networking events with potential customers.<br>4. Participate in agricultural product exhibition events organized by partners and other structures.<br>5. Participate in networking events organized by partners and other organizations.<br>6. Organize regular feedback on customer satisfaction.<br>7. Develop and manage distribution channels through constant and regular physical contact with customers. | **Output 1.4.2**<br>ChaKuishi has an improved and sustainable market and market management system. | **Outcome 1.4**<br>The Chakuishi project is financially self-sufficient and contributes to the sustainability of the BP Kolwezi Program. | **Outcome 1**<br>The targeted communities achieve economic empowerment and food security, through the Chakuishi Agricultural Training Center. |
| 1. Identify, categorize and map potential customers.<br>2. Establish partnerships and sign agreements with clients.<br>3. Develop and implement a production and sales plan.<br>4. Create a ChaKuishi store to sell products.<br>5. Acquire necessary legal documents and store exemptions in collaboration with program management.<br>6. Segment the market and establish stores in various locations where ChaKuishi products are in demand.<br>7. Achieve daily sales of ChaKuishi products and those of project participants.<br>8. Buy in bulk and sell products from small farmers cooperatives.<br>9. Establish partnerships and sign a memorandum of understanding (MoU) with small farmers to sell and purchase their products in the ChaKuishi store. | **Output 1.4.3**<br>ChaKuishi has increased productivity and profitability. | | |
| 1. Develop and implement a plan to improve the security system of the farm (fencing, contract with external security providers or other) .<br>2. Draw up a risk management plan for potential natural and man-made disasters.<br>3. Carry out regular maintenance activities at the ponds and in the farm to address erosion and flooding issues.<br>4. Reinforce staff skills in first aid. | **Output 1.4.4**<br>The farm's security and the safety of the people involved in the project are ensured to allow its continuous and successful implementation. | | |

OUTCOME 2

# USUMADA

Usimamizi Na Uchumi Ya Mama Na Dada

## ECONOMIC EMPOWERMENT OF WOMEN AND GIRLS

## OUTCOME 2

# **USUMADA** - Usimamizi Na Uchumi Ya Mama Na Dada
# ECONOMIC EMPOWERMENT OF WOMEN AND GIRLS

Gender violence remains a serious concern in Kolwezi, its neighboring the villages and in DRC in general. Traditionally, a woman, as the cliché goes, 'is to be seen and not heard'. Challenging a man or speaking up has been seen for a long time as being a sign of disrespect. In addition to violence against women, traditional culture also sanctions child abuse. This happens, happens not only in the homes but also in the artisanal mines where children are subjected to the worst forms of child labor as they engage in the search for cobalt and copper.

In comparison to men, opportunities for white-collar jobs for women are very few. This is mainly because, over the years, girl child educationhas never been a priority and therefore, the majority of women are illiterate. Other reasons include the fact that some men do not allow their wives to go back to school, seek employment, etc.

Hygiene and Sanitation are an enigma that is a challenge to solve in the sites where BP carries out its activities. As much as sensitization and awareness are done covering these topics, resolving the problems is not easy because of the scarcity of water, not only Kolwezi but, also in the villages. Where water is available, it is contaminated. This means that women and girls have very little water for domestic use such as bathing, washing of clothes and dishes, and cleaning of their compounds, etc. Additionally, sanitary towels are a luxury to many because a majority cannot afford them and so they are forced to use old rags for their sanitary needs during their monthly period. Despite these challenges, women and girls are working hard to improve their hygiene and sanitation both at home and in school.

The communities in which BP implemented its activities through this Outcome Area benefitted in many ways. For example, women and girls learned the basics of readin,g and, writing; cases of early marriage reduced; cases of violence and rights abuse reduced; discipline of the women and girls attending the training courses improved and therefore reduced cases of absenteeism and drop outs were observed; Parents are now more interested in the well-being of their children and are taking more

responsibility for their well-being. After training, some women and girls have been able to start up their own successful businesses in tailoring, baking, hairdressing & beauty, and cooking. , Some women and girls start up their own businesses such as tailoring shops where they train other members of their communities; Some women and girls were able to market own products e.g.: after they have been trained how to do tailoring, the women and girls have learned that they can market their tailoring business by wearing the clothes that they make.

## **OUTCOME 2 USUMADA** - Usimamizi Na Uchumi Ya Mama Na Dada
## ECONOMIC EMPOWERMENT OF WOMEN AND GIRLS

| Activities | Outputs | Intermediate Outcomes | Final Outcome |
|---|---|---|---|
| 1. Conduct workshops to train women and girls on their rights and responsibilities.<br>2. Hold community meetings (barazas) to create awareness on the sexual and gender-based violence.<br>3. Conduct radio talk- shows in partnership with CSP Department on the rights of women and girls.<br>4. Run awareness campaigns against early marriages and sexual and physical violence.<br>5. Celebrate annual international women's day, International day of girl child and literacy day.<br>6. Educate community members on the constitutional amendements to the family code. | **Output 2.1.1**<br>Community members are aware of women and girls' rights and actively promote their protection and fulfilment. | **Outcome 2.1**<br>Community systems, culture and behavioural practices of the targeted communities respect and protect women and girls against violence and abuse. | **Outcome 2**<br>Women and girls in the targeted communities are socially and economically empowered and live dignified lives. |
| 1. Identify and enrol women and girls in various training courses.<br>2. Provide comprehensive and quality training for women and girls in Dressmaking, Housekeeping and Hospitality, Hairdressing and Beauty, Computer, Catering, Bakery and Pastry skills.<br>3. Facilitate and administer both internal and external exams to assess trainees' progress.<br>4. Conduct field visits for psychosocial support and follow-up on absentism and dropouts.<br>5. Hold graduation ceremonies to mark completion of training courses.<br>6. Establish and strengthen alumni groups of former trainees.<br>7. Conduct quarterly meetings with parents of the girls in the center.<br>8. Conduct monthly review and planning meetings with staff. | **Output 2.2.1**<br>Women and girls successfully complete Technical, Vocational Education and Training (TVET) courses. | **Outcome 2.2**<br>Targeted women and girls trained by the project are empowered thanks to newly acquired technical, entrepreneurial, spiritual and social skills. | |
| 1. Provide entreprenuership training to women and girls.<br>2. Train women and girls on marketing and marketing skills.<br>3. Marketing skills training for girls and women. | **Output 2.2.2**<br>Women and girls successfully trained on entrepreneurship skills. | | |
| 1. Update the French and Swahili literacy syllabus.<br>2. Conduct adult literacy and numeracy training for women and girls. | **Output 2.2.3**<br>Women and girls successfully trained on numeracy and literacy. | | |
| 1. Organize quarterly recollection days for women and girls in the training programs.<br>2. Organize daily morning gatherings for spiritual nourishement of girls and women in the Centre.<br>3. Organize periodic celebration of mass during opening and closing of the academic term/year, Easter and Christmas.<br>4. Facilitate the provision of individual and group counselling to women and girls to help them cope with stressful and traumatic life experiences. | **Output 2.2.4**<br>Women and girls in the training programs are able to cope with stressful and traumatic experience. | | |

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| 1. Identify and engage individual and corporate partners to provide apprenticeship training to women and girls.<br>2. Organize stakeholder yearly forum with industry players to create awareness on Bon Pasteur programs for improved collaboration.<br>3. Conduct follow-ups of trainees undertaking attachments in various industries.<br>4. Conduct follow-ups of trainees undertaking attachements in various industies.<br>5. Engage women and girls trained by the project in profitable production of products and services.<br>6. Support women amd girls to establish viable and profitable IGAS and savings group. | **Output 2.3.1**<br>Partnerships with industry players are developed and strengthened to facilitate successful apprenticeship, attachment and employment of girls and women | **Outcome 2.3**<br>Women and girls trained by the program have gained access to sustainable income opportunities. | **Outcome 2**<br>Women and girls in the targeted communities are socially and economically empowered and live dignified lives. |
| 1. Conduct market research to identify the type of restaurant that would be profitable in the community.<br>2. Develop a business plan for the restaurant.<br>3. Secure funding for the restaurant.<br>4. Find a suitable location and set up the restaurant.<br>5. Hire and train staff.<br>6. Develop a menu and source suppliers.<br>7. Market the restaurant to the community.<br>8. Open the restaurant and manage daily operations. | **Output 2.4.1**<br>A profitable restaurant is established. | **Outcome 2.4**<br>Increased revenue for program sustainability from successful production and marketing of high-quality products and hospitality services. | |
| 1. Conduct market research to understand the demand for garments in the community.<br>2. Develop a business plan for the garment-making business.<br>3. Secure funding for the business.<br>4. Find a suitable location and set up the garment-making facility.<br>5. Hire and train staff.<br>6. Source materials and equipment.<br>7. Market the business to potential customers.<br>8. Manage daily operations and production. | **Output 2.4.2**<br>A profitable garment-making business is established. | | |
| 1. Conduct market research to understand the demand for baked goods in the community.<br>2. Develop a business plan for the bakery.<br>3. Secure funding for the bakery.<br>4. Find a suitable location and set up the bakery.<br>5. Hire and train staff.<br>6. Develop a menu and source suppliers.<br>7. Market the bakery to the community.<br>8. Open the bakery and manage daily operations. | **Output 2.4.3**<br>A profitable bakery is established. | | |

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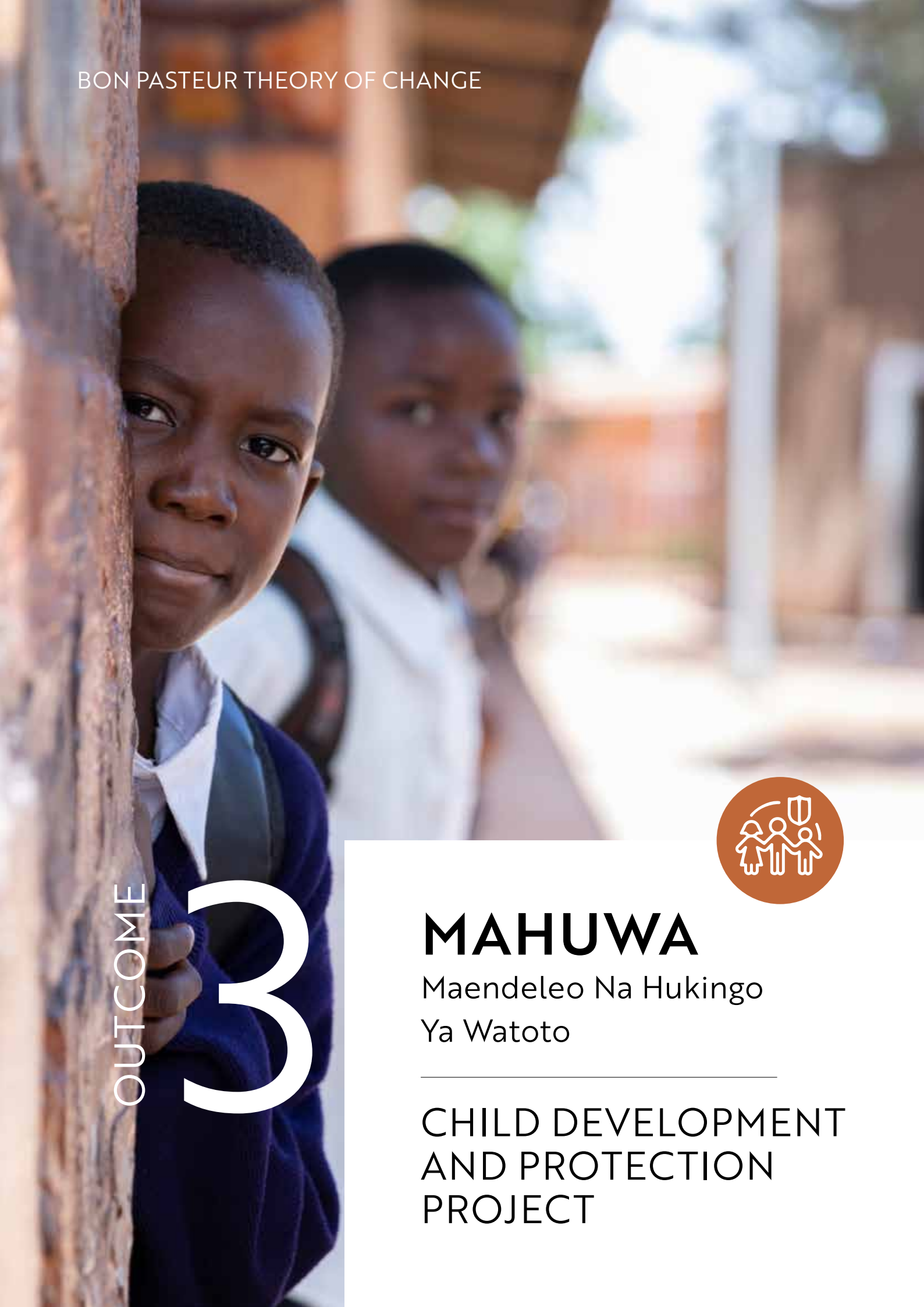
| 1. Conduct market research to understand the demand for internet services in the community.<br>2. Develop a business plan for the cyber cafe.<br>3. Secure funding for the cyber cafe.<br>4. Find a suitable location and set up the cyber cafe.<br>5. Hire and train staff.<br>6. Source and install necessary equipment.<br>7. Market the cyber cafe to the community.<br>8. Open the cyber cafe and manage daily operations. | Output 2.4.4<br>A profitable cyber cafe is established. | Outcome 2.4<br>Increased revenue for program sustainability from successful production and marketing of high-quality products and hospitality services. | Outcome 2<br>Women and girls in the targeted communities are socially and economically empowered and live dignified lives. |
| 1. Equip the BP to be rented out to the community.<br>2. Develop a rental plan and pricing structure.<br>3. Market the rental services to the community.<br>4. Set up a system for booking and managing rentals.<br>5. Manage daily operations of the rental service. | Output 2.4.5<br>Hiring of hall and equipment to the community is enabled. | | |



OUTCOME 3

# MAHUWA

Maendeleo Na Hukingo
Ya Watoto

## CHILD DEVELOPMENT AND PROTECTION PROJECT

## OUTCOME 3

# **MAHUWA** - Maendeleo Na Hukingo Ya Watoto
# CHILD DEVELOPMENT AND PROTECTION PROJECT

According to the International Labour Organization (ILO), 'child labour' is often defined as work that deprives children of their childhood, their potential, and their dignity, and that is harmful to physical and mental development. It refers to work that is mentally, physically, socially, or morally dangerous and harmful to children and or interferes with their schooling by depriving them of the opportunity to attend school; obliging them to leave school prematurely; or requiring them to attempt to combine school attendance with excessively long and heavy work.

The above description considered, **the children in Kolwezi, its neighboring villages, and in many other areas throughout the DRC are exposed daily to the: "Worst Forms of Child Labour"** (WFCL). According to ILO, WFCL involves children being enslaved, separated from their families, exposed to serious hazards and illnesses, and/or left to fend for themselves on the streets of large cities, often at a very early age. Dangers to which children are exposed while working in the mines include: girls are exposed to prostitution at a very early age; exposure to rough and rated language; exposure to drugs including alcohol, bhang, and other hard drugs; the high possibility of getting injured during landslides due to the unstable nature of the soil where they find the minerals; lack of food and water; exposure to dangerous chemicals and toxic gasses, among other issues.

When children grow up in such an environment, they either lose their confidence; or become very violent, rude, disobedient, hopeless, and traumatized. They develop much slower; both mentally and physically in comparison to children who are not exposed to similar conditions.

On the other hand, oftentimes, a parent abandons a child after divorce and after remarrying. Parents also get injured in the mines, rendering them incapable of working, or may sometimes die due to injury or due to being buried in the mines when the mining tunnels cave in. Other times, parents feel overburdened by the responsibility of taking care of their children while they are unable to secure job opportunities, or, sometimes their income-generating activities are unprofitable.

**Children work in the mines out of necessity.** It is a choice between " sleeping hungry or going to work at the mines, earn income and sleep with a happy stomach," or "to go to school, not earn income or support parents to earn money and therefore sleep hungry".

The MAHUWA Outcome Area identifies the realization of human rights as the ultimate goal of development. It uses Human Rights standards to guide the formulation of measurable goals, targets, and indicators in programming. Among the guidelines used are:

- The United Nations Convention on the Rights of the Child,
- The constitution of the DRC of 2006,
- The DRC laws no. 09 / 009 of 10 January 2009.
- The DRC Mining Code in its provisions related to the obligations of mining companies on investment in social development (activities of advocacy for the respect of the Code)

In the 2024 - 2028 Strategic Plan, which focuses more on quality rather than quantity, activities under this Outcome Area will be aligned to national and global policies, standards, and priorities.

## **OUTCOME 3 MAHUWA -** Maendeleo Na Hukingo Ya Watoto
## CHILD DEVELOPMENT AND PROTECTION PROJECT

| Activities | Outputs | Intermediate Outcomes | Final Outcome |
|---|---|---|---|
| 1. Annually enroll children in BP Informal Schools and regularly update registration documents.<br>2. Align the educational manual with the national curriculum.<br>3. Regularly train teachers (capacity building, teaching techniques refresh training etc).<br>4. Prepare and supervise children classes.<br>5. Assess children's results in BP schools (Continuous Assessment Test, Homeworks, Exams and Exercise).<br>6. Prepare children of level III to pass the national examination of completion of primary studies (ENAFEP).<br>7. Accompany level III children to ENAFEP.<br>8. Organize the graduation ceremony for children in the Informal Schools.<br>9. Organize and conduct parents' meetings.<br>10. Carry out social supervision of children for their integral development (D.I.E). | **Output 3.1.1**<br>Children enrolled in BP Informal Schools complete the primary school cycle, according to the DRC national curriculum. | **Outcome 3.1**<br>The educational, psychological, nutritional and physical state of the targeted children is improved. | **Outcome 3**<br>Children in target communities are protected through the creation of safe spaces where they can develop their full potential. |
| 1. Purchase of food.<br>2. Prepare and distribute food to children. | **Output 3.1.2**<br>Children enrolled in BP Informal Schools receive nutritional support. | | |
| 1. Organize regular visits and follow-up of children in family and secondary school.<br>2. Follow-up of integrated children. | **Output 3.1.3**<br>Targeted children are encouraged to pursue secondary education after the completion of the primary school cycle. | | |
| 1. Identify and follow-up (psychological, legal, medical) cases of child abuse in the BP targeted communities.<br>2. Sensitize staff, children, parents and community members on the rights of children and parental responsibilities.<br>3. Train parents on positive parenting skills.<br>4. Promote media awareness activities (TV, Radio) on children's rights.<br>5. Organize children clubs in the BP Informal Schools.<br>6. Purchase materials for children's clubs.<br>7. Celebrate the International Day of the African Child and Girl Child Day.<br>8. Train principals, teachers, parents and children of formal schools on the rights of children and their protection.<br>9. Train formal schools' Children Parliaments on children rights. | **Output 3.2.1**<br>Increased awareness of child rights and parental responsibilities among target communities under national and international child protection laws. | **Outcome 3.2**<br>In the target communities, children's rights are respected and promoted. | |

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| 1. Sensitize children, parents and community members on safeguarding and child protection.<br>2. Identify and recruit adolescents (14-18 years) for vocational trainings.<br>3. Purchase training materials for adolescents.<br>4. Supervise the training of adolescents.<br>5. Perform evaluation and graduation of adolescents.<br>6. Organize BP alumni groups of secondary school and vocational training adolescents to ensure networking, sharing knowledge, mentoring and supporting current trainees, providing feedback to the training center and promoting the center programs to potential trainees. | **Output 3.3.1**<br>Targeted children involved in worst forms of child labor, including mining, are enrolled in the BP program's vocational training activities. | **Outcome 3.3**<br>Targeted children are no longer engaged in the worst forms of child labour. | **Outcome 3**<br>Children in target communities are protected through the creation of safe spaces where they can develop their full potential. |
| 1. Build and rehabilitate school infrastructures (Construction of a theater for children in Kanina and a school in Mukoma) and sanitary facilities.<br>2. Ensure furniture renovation.<br>3. Ensure regular maintenance of school infrastructures and sanitary facilities. | **Outpu 3.4.1**<br>Buildings and sanitary facilities meet the Sphere Standards on WASH Promotion. | **Outcome 3.4**<br>Targeted children are educated in safe and healthy spaces. | |
| 1. Educate children and staff on the importance of ecology and environment preservation.<br>2. Create kitchen gardens in the informal schools.<br>3. Establish partnerships with other ecological and environment organizations/entities for joint actions.<br>4. Celebrate the World Environment Day.<br>5. Plant trees and flowers in the informal schools with children. | **Output 3.5.1**<br>Targeted children enjoy and take care of green and clean spaces in the BP Informal Schools. | **Outcome 3.5**<br>Targeted children are aware of the importance of the preservation of the environment. | |

OUTCOME 4

# HABIMA

Haki Ya Binadamu Na Mazingira

## HUMAN RIGHTS AND ENVIRONMENT

**OUTCOME 4**

## **HABIMA** Haki Ya Binadamu Na Mazingira
## HUMAN RIGHTS AND ENVIRONMENT

Mining in Kolwezi was already being done by the local population before the Belgians arrived in the 19th century. In 1906 Union Minière du Haut Katanga (now Gécamines) was established, making Kolwezi a copper mining center.

Over the years, the mining activities attracted migrants from all over DRC. As they arrived, they set up villages where they brought up their families. As time went by, more mining companies were set up in Kolwezi and its surrounding villages. In some cases, populations were forcefully relocated. As the population is rising, so is social tension - more and more people are struggling to search for copper and cobalt at the same locations; land and housing have become a problem; lack of access to healthcare is limited and expensive among other difficulties. The youth continue to struggle to find jobs, end up committing crimes, and are pulled into drug consumption. The government and mining companies have continued to take and take the minerals, with little benefit to the local population.

The mining industry has been very poorly managed. In addition to these problems, human rights violations including child labor; forced evictions; illegal destruction of homes; sexual assault; arson; lack of investigation of and accountability for gender-based violence, including but not limited to domestic and intimate partner violence; sexual violence; child, early, and forced marriage, and other harmful practices; trafficking in persons; crimes involving violence or threats of violence targeting persons with disabilities; physical violence, etc. have become more widespread which has necessitated intervention by different stakeholders including the government.

The HABIMA Outcome Area activities **focus on marginalized and excluded groups and uses Human Rights standards to guide the formulation of measurable goals**, targets, and indicators in programming. Among the guidelines used are:

- The Congolese Mining Code was enacted in 2002 and amended by Law 18-001 on 9th March 2018 (the New Mining Code), amendments which big mining companies threatened to challenge. Mining operators are required, by the New Mining Code to develop and participate in local development including funding roadworks, hospitals, or schools. According to the mining code, Article 242: Distribution of mining royalties, the mining royalty shall be paid by the holder of the mining title in the proportion of:
  - 50 % to the Central Government.
  - 25% paid into an account designated by the Administration of the province where the project is located.
  - 15% to an account designated by the decentralized territorial entity in whose jurisdiction the exploitation takes place.
  - 10% to the Mining Fund for Future Generations.

- The **Plan d'action National (PAN) de Lutte Contre les Pires Formes de Travail des Enfants en Republique Democratique du Congo** (2012- 2020), Ministere de L'emploi, du Travail et de la Prevoyance Sociale (METPS) states that (Translated from French):

  In the spirit of ILO Convention 138, the minimum age for admission to employment or work must be equivalent to or higher than the age at which compulsory schooling ceases, set at 15 years by Framework Law No. 86/005 of September 22, 1986 on national education, in its article 115.86/005 of September 22, 1986, on national education, in its article 115. For certain types of work, the legal age of admission is 18 years. These are activities that may compromise the health safety or morality of adolescents (art. 3) and 13 years for "light work", that is, activities that are not likely to be harmful to the health or development of the child, to his or her schooling, participation in vocational guidance or training programs approved by the competent authority or approved by the competent authority or to his or her ability to benefit from the instruction received (art. 6).

  Therefore, will be considered as child labor:

  - 1) any activity undertaken by a child who has not yet reached the legal minimum age for the activity; the latter being likely to hinder the education or the development of the child;
  - (2) any activity undertaken by a child under the age of 18 years, whether paid or unpaid, that is dangerous or inappropriate to the age of the child or that is detrimental to the child's schooling, physical, social, mental, spiritual or moral development; including the excessive exercise of the activities (economic" activities).

- The **Code de la Famille** (Family Code: The Family Code is divided into five books: Nationality, The Person, The Family, Inheritance and Estates, Amendments, and, Repealed Provisions. Examples of Articles in the Code include:
  - Article 4. Every human person is sacred. They have rights and shall enjoy the freedoms guaranteed by the Constitution.
  - Article 6. - Any unlawful attack on the human person justifies the person who suffers it to request that it be brought to an end, without prejudice to the liability that may the perpetrator.
  - Article 11. - Respect for the individual is guaranteed by the Law.
  - Article 128. - Age. A man under 21 years of age and a woman under 18 years of years of age may not contract marriage.

  Through the guidance of these and many other policies and laws, HABIMA is working with the community to fight for a better future.

Under this outcome, BP will combine advocacy efforts, safeguarding and psychological support:

### ADVOCACY

Advocacy in the ASM communities will involve promoting the rights and interests of miners, their families, and the broader community. This will include advocating for better working conditions, fair compensation, and the protection of human rights. In Kolwezi, ASM communities often face significant challenges related to access to land, formalization of mining activities, and fair market access. Advocacy efforts will focus on addressing these issues by engaging with government authorities, industry stakeholders, and international organizations to influence policy and create a more favorable environment for ASM activities. In addition, the Programme in collaboration with the communities will also implement initiatives to promote and advocate for environmental protection.

### SAFEGUARDING

Safeguarding in ASM communities aims at protecting community members, particularly vulnerable groups such as women and children, from harm and exploitation. ASM communities are often characterized by hazardous working conditions and abuses, including exposure to toxic substances, unsafe mining practices, and potential conflict and violence. Safeguarding efforts will involve implementing safeguarding policy, providing legal support, and establishing community-based mechanisms to prevent and respond to exploitation and abuse.

### PSYCHOLOGICAL SUPPORT

Psychological support is essential in ASM communities where vulnerable people and their families may experience high levels of stress, trauma, and mental health challenges resulting from the demanding and often dangerous nature of mining work, as well as the broader socio-economic hardships faced in these communities. This support will take various forms, including providing counseling services, mental health education, and community-based interventions to address trauma and promote resilience. In Kolwezi, where ASM activities are often associated with poverty, insecurity, and social disruption, providing psychological support will help individuals cope with the psychological impact of their circumstances and build healthier, more sustainable livelihoods.

The combination of advocacy, safeguarding, and psychological support is integral to fostering holistic community development in ASM communities of the DRC. By integrating these elements, it becomes possible to address the complex and interconnected challenges facing these communities.

Additionally, HABIMA will ensure that the Congregational safeguarding policy is disseminated internalized, and applied by all members of BP Staff and people involved in the Programme's activities, in collaboration with the BP Management Team.

## **OUTCOME 4 - HABIMA** Haki Ya Binadamu Na Mazingira
## HUMAN RIGHTS AND ENVIRONMENT

| Activities | Outputs | Intermediate Outcomes | Final Outcome |
|---|---|---|---|
| 1. Revitalize site conflict resolution and management committees.<br>2. Support the prevention and resolution of abuse cases.<br>3. Facilitate cultural exchanges and promote tolerance through cultural initiatives (music, festivals, public debates, recreational and sports activities).<br>4. Monitor progress in mediation and conflict management of cases of abuse.<br>5. Raise awareness on denunciation, management of cases of abuse and human rights violations.<br>6. Strengthen members' capacity to report cases of abuse.<br>7. Train community members in human rights.<br>8. Strengthen staff capacity on human rights and relevant laws<br>9. Raise members' awareness of the safeguard policy and other laws protecting different groups of people under the UDHR through the media (radio and television).<br>10. Follow up on identified and reported abuse cases.<br>11. Raise awareness and train members on the manual and reporting reference mechanisms to explain roles, responsibilities, the code of good conduct and the identification of cases of abuse.<br>12. Publicize the various national and international laws protecting children, women and people living with disabilities. | **Output 4.1.1**<br>Target communities ensure effectiveness of their community-based systems to monitor, report and manage human rights' abuses. | **Outcome 4.1**<br>Conflict resolution systems for social cohesion are strengthened in target communities. | **Outcome 4**<br>In targeted communities, living conditions, protection of human rights and community cohesion are improved. |
| 1. Make community members aware of their civic rights and duties.<br>2. Train members on the priority needs of communities and how to work in synergy to lobby public services for effective law enforcement and provision of adequate services.<br>3. Strengthen the capacity of target members to understand the responsibilities of government.<br>4. Identify and participate in social actions carried out by the government. | **Output 4.2.1**<br>Target communities benefit from government services. | **Outcome 4.2**<br>Improved access of target communities to government and mining company services. | |
| 1. Raise community members' awareness of DRC mining code.<br>2. Train community members on mining codes and advocacy.<br>3. Support communities in needs assessment to establish specifications with mining companies.<br>4. Carry out monitoring and surveys on the implementation of specifications.<br>5. Investigate and monitor the actual implementation of social projects, in compliance with the mining code and international laws. | **Output 4.2.2**<br>Target communities benefit from mining companies' social services. | | |

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| 1. Network advocacy with the state and other stakeholders to adress community needs.<br>2. Hold meetings with government and mining companies on topics such as Human rights, Environmental protection, Mining Code, etc. to ensure provision of social services to communities.<br>3. Disseminate and share the Congregational safeguarding policy with stakeholders and other NGOs. | **Output 4.2.3**<br>A positive and collaborative relationship between BP, government and mining companies is established and nurtured. | | **Outcome 4**<br>In targeted communities, living conditions, protection of human rights and community cohesion are improved. |
| 1. Raise members' awareness on the importance of identifying their social needs and draw up community development plans.<br>2. Conduct joint advocacy with other organizations to demand social investment from mining companies and government in the elaborated community plans.<br>3. Conduct a needs assessment and develop a training plan that addresses the needs of the target community members.<br>4. Deliver and evaluate the effictiveness of the training provided to community members.<br>5. Provide ongoing support to the target community members and facilitate networking and collaboration as they develop their own development plans.<br>6. Monitor and evaluate the progress of the implementation of the development plans. | **Output 4.2.4**<br>Increased capacity of target community members to elaborate and implement their own development plans. | | |
| 1. Raise awareness of psychological trauma and the importance of mental health among staff and community members.<br>2. Assist and provide psychological support to BP staff and community members who are victims of human rights abuses and violations.<br>3. Train staff (teachers and trainers) on the psychological trauma of children.<br>4. Organize therapy and counseling sessions for women, girls and children in the BP Centres. | **Output 4.3.1**<br>Community members victims of abuse are accompanied in the healing process through psychological support. | **Outcome 4.3**<br>Improved socio-psychological conditions of target community members. | |
| 1. Raise awareness on the importance of stress-management for mental health among staff and community members.<br>2. Train BP staff and community members in stress management techniques.<br>3. Provide psychological support to BP Programme participants. | **Output 4.3.2**<br>Community members are able to manage stressful situations and resolve conflicts peacefully. | | |
| 1. Conduct a series of environmental education workshops and seminars for community members on the importance of biodiversity, the impact of pollution, waste management, and the benefits of renewable energy.<br>2. Develop and distribute educational materials such as brochures, posters, and online content about environmental care.<br>3. Organize community-wide events such as film screenings, talks, and exhibitions focused on environmental issues.<br>4. Implement a school outreach program to educate children about environmental care.<br>5. Train BP staff on the importance of biodiversity, the impact of pollution, waste management, and the benefits of renewable energy. | **Output 4.4.1**<br>Increased community awareness about the importance of environmental care. | **Outcome 4.4**<br>Improved local environmental conditions and sustainable practices in the targeted communities through enhanced community awareness and active participation in environmental care. | |

## **OUTCOME 4 - HABIMA** Haki Ya Binadamu Na Mazingira
## HUMAN RIGHTS AND ENVIRONMENT

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| 1. Facilitate community meetings to identify local environmental issues and brainstorm solutions.<br>2. Provide training and resources for community members to start their own environmental initiatives, such as community gardens, recycling programs, or tree planting campaigns.<br>3. Establish a community environmental committee to oversee and coordinate the initiatives.<br>4. Support the implementation of the initiatives through funding, technical assistance, and volunteer recruitment. | **Output 4.4.2**<br>Establishment of community-led environmental initiatives. | **Outcome 4.4**<br>Improved local environmental conditions and sustainable practices in the targeted communities through enhanced community awareness and active participation in environmental care. | **Outcome 4**<br>In targeted communities, living conditions, protection of human rights and community cohesion are improved. |
| 1. Conduct research to identify gaps in local environmental policies and regulations.<br>2. Develop policy recommendations based on this research and the community's environmental priorities.<br>3. Organize advocacy training for community members to equip them with the skills to effectively lobby for policy changes.<br>4. Facilitate meetings between community members and local policymakers to discuss the recommendations.<br>5. Launch a public campaign to raise awareness about policy issues and garner support for the proposed changes. | **Output 4.4.3**<br>Policy advocacy for stronger environmental regulations at the local level. | | |
| 1. Develop a community-based environmental monitoring system to track changes in local environmental conditions.<br>2. Train community members to collect and analyze environmental data.<br>3. Regularly report on these findings to the community and local policymakers.<br>4. Use this data to inform the community's environmental initiatives and policy advocacy efforts.<br>5. Establish a feedback mechanism for community members to report environmental issues and suggest improvements to the monitoring system. | **Output 4.4.4**<br>Improved monitoring and evaluation of local environmental conditions. | | |
| 1. Develop and implement a comprehensive safeguarding policy for the Good Shepherd Programme.<br>2. Conduct regular trainings and workshops for Programme participants on identifying and preventing abuse.<br>3. Establish clear reporting procedures for any safeguarding concerns.<br>4. Provide resources and support for Programme staff to effectively respond to safeguarding incidents.<br>5. Conduct joint advocacy actions with all BP projects to demand investment in community social support from all players in the mineral supply chain and the government. | **Output 4.5.1**<br>Bon Pasteur's safeguarding policy ensures a supportive and safe environment for Programme participants. | **Outcome 4.5**<br>BP Programme promotes a safe and supportive environment where participants have the necessary knowledge and mechanisms to report and address cases of abuse, ensuring the protection and support of victims. | |

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| 1. Design and deliver training sessions for the sisters and staff of Good Shepherd on safeguarding principles and case reporting mechanisms.<br>2. Provide ongoing support and guidance to ensure a consistent understanding and application of safeguarding practices.<br>3. Conduct regular reviews and updates of safeguarding policies and procedures.<br>4. Foster a culture of open communication and trust for staff members to report any concerns or incidents. | **Output 4.5.2**<br>The sisters and staff of Bon Pasteur are equipped with the necessary knowledge of safeguarding and case reporting mechanisms. | **Outcome 4.5**<br>BP Programme promotes a safe and supportive environment where participants have the necessary knowledge and mechanisms to report and address cases of abuse, ensuring the protection and support of victims. | **Outcome 4**<br>In targeted communities, living conditions, protection of human rights and community cohesion are improved. |
| 1. Develop educational materials and conduct training sessions for Programme participants on the mechanisms and importance of reporting cases of abuse.Foster a safe and trusting environment where participants feel comfortable reporting any incidents.<br>2. Establish anonymous reporting mechanisms to encourage reporting by individuals who may be in vulnerable situations.<br>3. Provide appropriate support and guidance to Programme participants who have reported cases of abuse. | **Output 4.5.3**<br>The participants (children, girls, women and people in vulnerable situations) of the Programme know the mechanisms and know how to report cases of abuse. | | |
| 1. Develop a confidential reporting and support system for victims of violence and abuse within the Programme.<br>2. Provide counseling and emotional support to victims and empower them to make informed decisions about their well-being.<br>3. Implement procedures to ensure the confidentiality of victim information and safeguard their privacy.<br>4. Regularly assess and improve the effectiveness of the safeguarding measures in place to support victims and manage incidents. | **Output 4.5.4**<br>Victims of violence and abuse are supported and safeguarding incidents are managed in a confidential and effective manner. | | |

OUTCOME 5

# AFYA BORA

Bon Pasteur Afya Bora

## BON PASTEUR FOR BETTER HEALTH

**OUTCOME 5**

## **AYFA BORA** - Bon Pasteur Afya Bora
## BON PASTEUR FOR BETTER HEALTH

In Kolwezi, health facilities belonging to the private sector and religious organizations are in good working condition in comparison to those belonging to the government. However, access to these health services is not a possibility for a large part of the population due to high costs, and because of this, when sick, people either self-medicate (which may result in complications or even death) and therefore they do not visit the hospital at all or instead they resort to traditional medicine. In the outskirts of Kolwezi in villages such as Kabamba, Mukoma, Musonoie, and others, there is either no health facility at all or if there is one, it is a small, privately owned clinic that at times is run by non-medical staff. Many children were dying to due preventable diseases and reproductive health issues were many. In Kisote for example, there were a lot of child and maternal deaths due to neonatal sepsis and complications during childbirth.

The AFYA BORA project was started with the objective of offering pediatric services for children and obstetrics/gynecological services for girls and women at the sites where BP has been working and also doing awareness and sensitization activities covering hygiene, sanitation, and reproductive health. It provides a chance for vulnerable children, women, and girls to access quality basic medical care at no cost to them through qualified nurses and a doctor. For these reasons, the present intervention's objectives generally respond to participants' needs.

Due to the newness of the project, the project team is still working to acquire and make use of national technical guidelines and to be in line with national & and global policies, standards, and priorities including:

- Protocole National Prise en charge de la Malnutrition Aiguë (PCIMA)
- Prise en charge intégrée des maladies de l'enfant (PCIME)
- If necessary: La gestion active de la troisième phase de l'accouchement (GATPA) - active management of the third stage of childbirth
- Manuel d'orientation: Consultation Post Natale (CPoN)
- La Liste Nationale des Médicaments Essentiels (LNME)
- Formulating best practices to ensure infection prevention

A Baseline survey was done at the beginning of the AFYA BORA project which gave information about the situation in the community. The needs of the community according to the baseline survey:

- Pregnant women: tetanus vaccination; antenatal care; childbirth at a health facility
- Diarrheal diseases: lack of knowledge about causes of diarrhea; what to do in case of diarrhea; lack of knowledge about diarrhea prevention
- Vaccination of children - lack of knowledge about its importance and therefore many children wouldn't be taken for vaccination and therefore would suffer from preventable diseases
- Importance of exclusive breastfeeding.

## **OUTCOME 5 - AYFA BORA** / BON PASTEUR AFYA BORA
## BON PASTEUR FOR BETTER HEALTH

| Activities | Outputs | Intermediate Outcomes | Final Outcome |
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| 1. Conduct health trainings for girls, women and children targeted by BP Program.<br>2. Sensitize community members on the importance of using clean water and adopting adequate sanitation practices.<br>3. Sensitize community members on the importance of adopting responsible health-related behaviours . | **Output 5.1.1.**<br>Target communities are aware of the causes of health-related issues and the importance of prevention | **Outcome 5.1**<br>Target communities enjoy healthier lives | **Outcome 5**<br>The life conditions of the target population have improved as a result of increased access to quality health services and education. |
| 1. Provide capacity building for BP Clinic Staff in the targeted communities health care delivery.<br>2. Train traditional midwives on delivery techniques. | **Output 5.1.2**<br>Target communities acquire knowledge and skills in healthcare delivery | | |
| 1. Revise and provide Antenatal Care (ANC) informative leaflets to pregnant women attending BP Clinic ANC sessions.<br>2. Identify, provide treatment and follow up malnourished children and pregnant women in target communities. | **Output 5.1.3**<br>Target communities are aware of the importance of Antenatal Care (ANC) and improved nutrition status of children and pregnant women | | |
| 1. Sensitise girls and women in reproductive age on the importance of menstrual hygiene.<br>2. Purchase and provide sanitary towels to targeted girls and women in reproductive age participating in BP Program activities. | **Output 5.1.4**<br>Targeted girls and women are aware of the importance of menstrual hygiene and use clean sanitary towels | | |
| 1. Conduct immunization sensitization in the target communities.<br>2. Establish collaboration with the Ministry of Health to receive vaccine doses and vaccination records.<br>3. Purchase necessary equipment to store vaccines, to transport them to the immunization sites and to administer them.<br>4. Administer vaccines to targeted people in accordance with the immunization schedule given by the Ministry of Health. | **Output 5.1.5**<br>Target communities are aware of the benefits of vaccination and targeted children and pregnant women are vaccinated by the Clinic in collaboration with the Ministry of Health | | |
| 1. Promote Child Healthcare Practices including breastfeeding, vaccination, regular check-ups, healthy eating, physical activity, mental health care, dental care, safety, etc. in targeted communities.<br>2. Promote Maternal health including Adequate nutrition, regular excercises, prenatal care, avoiding harmful substances, getting enough sleep, managing stress and taking care of mental health, etc. in targeted communities. | **Output 5.1.6**<br>Targeted groups apply adequate children and maternal care practices | | |

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| 1. Identify children, women and girls in collaboration with other BP Program Outcome areas' managers for health screening.<br>2. Conduct general health screening of children, girls and women in the target communities. | Output 5.2.1<br>Children, girls and women in target communities receive medical screening and check-ins | Outcome 5.2<br>The target communities enjoy improved access to quality primary health care services | Outcome 5<br>The life conditions of the target population have improved as a result of increased access to quality health services and education. |
| 1. Provide for treatment to identified children, girls and women with detected pathologies.<br>2. Prepare and update patients medical records regularly . | Output 5.2.2<br>Children, girls and women detected with a pathology receive the necessary medical care | | |
| 1. Follow up and support children, girls and women in the targeted communities. | Output 5.2.3<br>Targeted children, girls and women treated by the Clinic are accompanied in the healing process | | |
| 1. Refer children and women victims of violence and abuse for medical treatment in public health centers<br>2. Revise and renew the working partnership with the local health zones and health centers for the referral of medical cases by the BP Clinic.<br>3. Ensure the follow-up of patients referred to external health facilities for treatments beyond the capacity of the BP Clinic (surgeries, deliveries etc.). | Output 5.2.4.<br>National and local health institutions and partners are engaged in providing medical services to target communities | | |

OUTCOME 6

# USIMAMIZI BORA

## EFFECTIVE MANAGEMENT

## OUTCOME 6

# **USIMAMIZI BORA** / EFFECTIVE MANAGEMENT

In the case of the Outcome Area "ADMINISTRATION", the entirety of the BP staff is considered to be the beneficiaries/participants. The intention of this Outcome area is to provide dependable management and good governance for the BP Programme, which requires improved capacity, organizational systems, and infrastructure. The directions of the 2015 Congregational Chapter direction 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 Sisters and Mission Partners to invest resources in holistic formation and training for all involved in the mission." All Good Shepherd Programme projects should embed innovation, good practice, and excellence in service provision - adopt a lifelong approach to capacity building and organizational development, to ensure that BP Programme projects are engaged in activities are aligned to human rights principles, modeled on international good practices and delivered with the highest level of professionalism, with support from ECAP MDO and GSIF.

With dependable management and good governance, it is possible to offer the best professional support and quality services to the population in Kolwezi, in an efficient and effective manner, and therefore the work of Administration as an Outcome area remains highly relevant to the success of the BP Programme in Kolwezi.

## OUTCOME 6 **USIMAMIZI BORA** / ADMINISTRATION

| Activities | Outputs | Intermediate Outcomes | Final Outcome |
|---|---|---|---|
| 1. Review, upgrade and implement the administrative and financial management system in collaboration with MDO-ECAP and GSIF.<br>2. Review, upgrade and implement BP's governance policies and procedures in collaboration with MDO-ECAP and GSIF.<br>3. Adopt the MDO-ECAP Human Resources Policy and Procedures and adapt it to the DRC regulations, procedures and context<br>4. Ensure adherence to the adopted HR Policy and Procedures<br>5. Finalise revision of BP Organogram and implement the recruitment plan accordingly<br>6. Strengthen the internal control mechanisms to ensure compliance with financial and administrative procedures<br>7. Conduct regular staff meetings and Senior Management Team (SMT) meetings to ensure smooth running of the program<br>8. Develop and implement a plan of gradual transfer of specific funtions and responsibilities from GSIF to MDO-ECAP<br>9. Develop and implement a risk management plan to mitigate organizational risks.<br>10. Establish collaboration with external organizations to exchange best practices in management and governance.<br>11. Develop internal communication protocols to ensure smooth, prompt and clear communication between MDO ECAP, GSIF and BP Kolwezi<br>12. Develop and implement an external communication strategy (through the BP Communication Officer)<br>13. Improve communication and collaboration with similar organizations through networking events, joint projects, etc.<br>14. Identify and establish an Advisory Board for BP Program. | **Output 6.1.1**<br>Policies and procedures are updated and enforced to ensure effective governance and visibility of the BP Program. | **Outcome 6.1**<br>BP management, procedures, policies and governance are appropriate and effective for successful Program implementation | **Outcome 6**<br>Bon Pasteur is a model-program of credible management and good governance, which builds staff capacities and program structures to ensure the successful implementation of its activities in the target communities. |

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| 1. Review and implement a comprehensive monitoring and evaluation (M&E) framework.<br>2. Develop new data collection tools and train staff on their use.<br>3. Establish partnerships with research institutions and consutants to conduct impact assessment studies.<br>4. Analyze M&E data to identify program strengths and areas for improvement.<br>5. Conduct regular evaluations of program activities to inform decision-making.<br>6. Develop a system for capturing and documenting lessons learned from the program.<br>7. Implement regular knowledge-sharing sessions to disseminate M&E findings.<br>8. Provide training to staff on research methodologies and data analysis.<br>9. Establish feedback mechanisms to collect beneficiary perspectives on program impact.<br>10. Conduct regular audits of the M&E system to ensure data accuracy and integrity.<br>11. Regularly update the Monitoring and Evaluation framework with accurate data from project activities.<br>12. Purchase a data collection software and mobile data collection tools (telephones and tablets)<br>13. Conduct staff engagement survey | Output 6.1.2<br>BP has an effective M&E system based on research and learning to produce evidence of impact. | Outcome 6.1<br>BP management, procedures, policies and governance are appropriate and effective for successful Program implementation. | Outcome 6<br>Bon Pasteur is a model-program of credible management and good governance, which builds staff capacities and program structures to ensure the successful implementation of its activities in the target communities. |
| 1. Develop and implement an Information Management System (IMS) to manage program data.<br>2. Train staff on proper data storage and security procedures in collaboration with M&E and Grant.<br>3. Regularly update and maintain the IMS to ensure data accuracy, protection and accessibility.<br>4. Develop data sharing protocols with external partners while ensuring data privacy and safeguarding policy and protocols are complied with.<br>5. Conduct regular backups of program data to prevent data loss.<br>6. Provide staff with ongoing IT training to enhance their data management skills.<br>7. Develop standard operating procedures for data management and safety.<br>8. Establish a helpdesk or support system to assist staff with any technical or data management issues.<br>9. Recruit an IT officer who can manage Program IMS<br>10. Purchase a Program server | Output 6.1.3<br>BP has IMS systems to ensure proper data management and safety. | | |

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| 1. Conduct background checks and safeguarding induction for new recruits<br>2. Provide training on safeguarding principles and practices.<br>3. Conduct a staff capacity assessment to identify training needs<br>4. Develop individualized training plans for each staff member to enhance program management skills.<br>5. Establish a mentorship program where experienced staff members can support and guide newcomers.<br>6. Implement regular performance evaluations to identify areas for improvement and provide feedback.<br>7. Conduct leadership development training to enhance program management abilities.<br>8. Establish a knowledge sharing platform to share best practices and lessons learned.<br>9. Provide opportunities for staff to participate in workshops and conferences to enhance their expertise.<br>10. Conduct team-building activities to foster collaboration and motivation among staff. | **Output 6.2.1**<br>BP staff is regularly trained to improve overall program management and to adhere to the Safeguarding Policy | **Outcome 6.2**<br>The staff is appropriate to the program needs, adequately and regularly trained, and motivated to ensure the successful implementation of the program | **Outcome 6**<br>Bon Pasteur is a model-program of credible management and good governance, which builds staff capacities and program structures to ensure the successful implementation of its activities in the target communities. |
| 1. Develop a programmatic plan for fundraising, including a comprehensive strategy and timeline in collaboration with MDO-ECAP and GSIF.<br>2. Identify potential funding sources and establish relationships with donors and funders.<br>3. Prepare high-quality grant proposals, applications and reports for donors.<br>4. Review the grants management system to timely and successfully track and monitor grant funding.<br>5. Develop and implement a stewardship plan to cultivate and maintain donor relationships.<br>6. Conduct regular fundraising events and campaigns to generate funds in collaboration with MDO-ECAP.<br>7. Train staff on fundraising techniques and donor engagement.<br>8. Establish partnerships with other organizations for joint fundraising initiatives.<br>9. Conduct regular financial reviews and audits to ensure transparency and accountability in resource management.<br>10. Identify and carry out existent and new Income Generating Activities for the Program Sustainability (construction of BP Guest House, Restaurant, IGAs connected to AL and EEP etc)<br>11. Develop business plans for all the Program's income-generating activities aimed at feeding the Program Sustainability Fund<br>12. Recruit a Business Manager in charge of coordinating IGAs of the Program and of monitoring the generated income<br>13. Develop a procedure for the management and use of the Program Sustainability Fund | **Output 6.3.1**<br>BP implements a programmatic plan for fundraising and financial sustainability | **Outcome 6.3**<br>Bon Pasteur is financially sustainable | |

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| 1. Conduct a needs assessment to identify infrastructure gaps and prioritize improvement areas.<br>2. Develop and implement a plan to upgrade or renovate existing infrastructure.<br>3. Conduct regular maintenance and repairs to ensure the functionality and safety of infrastructure.<br>4. Establish partnerships with construction companies or contractors for infrastructure development<br>5. Ensure compliance with applicable building codes and safety regulations of all BP infrastructures.<br>6. Develop and implement a waste management plan | Output 6.4.1<br>BP has improved infrastructures that fit for program implementation | Outcome 6.4<br>BP infrastructures and equipment are adequate, safe and functional for the successful implementation of the program | Outcome 6<br>Bon Pasteur is a model-program of credible management and good governance, which builds staff capacities and program structures to ensure the successful implementation of its activities in the target communities. |
| 1. Conduct an equipment needs assessment to identify gaps and prioritize procurement.<br>2. Source and procure appropriate equipment based on program needs and budget.<br>3. Train staff on proper use, maintenance, and safety protocols for equipment.<br>4. Conduct regular inventory checks to ensure equipment availability and functionality. | Output 6.4.2<br>The program has appropriate equipment to successfully implement program activities | | |

# PROGRAMME'S CAPACITY AND SUSTAINABILITY

## MONITORING & EVALUATION

During the 2024-2028 Strategic Planning Workshop the teams from the six Outcome Areas worked on the Logframe, a table that lists the Programme's activities, outputs, intermediate outcomes, and the final outcomes. The tables show the logic of how the activities will lead to the outputs, which in turn lead to the outcomes, and ultimately the goal of the Programme. In addition to this, the teams came up with the indicators that will allow them to measure if what has been planned for has been achieved.

**The plan for M&E is to conduct regular data collection and analysis to measure progress toward achieving specific goals and objectives.** Data collection would be done quarterly in the months of December, March, June, and September, or when deemed necessary for specific purposes. The Programme will ensure that M&E has the appropriate tools for data collection and software for data analysis so that the data is accurate and reliable.

By regularly collecting and analyzing data, the Programme will identify areas for improvement or the need to adjust the Programme's strategies and the data will also be used to demonstrate the Programme's impact to stakeholders. It is important to note that M&E would be an ongoing process, not a one-time event, and would involve all relevant stakeholders, including Programme beneficiaries.

| *See Annex 1* |

# FINANCIAL PLAN

The Finance and Administration Manual puts the financial and administrative regulations and procedures together in one document. It is a working document that is used to guide the day-to-day operations of the Programme. It also serves as a reference in case of questions.

The BP Programme has identified a set of principles that the Programme uses as standards for developing and maintaining appropriate financial and administrative systems. These include:

- **Consistency** - financial regulations and systems must be compliant at all times. This promotes efficient operation and transparency.
- **Accountability** - PO staff and management have a moral duty to explain how funds are used, and what is achieved. Donors have the duty and authority to know how their funds have been used.
- **Transparency** - The Programme will be open about its work and activities. This includes preparing correct financial reports for donors and completing them on time.
- **Sustainability** - Sustainability is a way of ensuring financial security and continuity. Expenditure must be in balance with incoming operating funds and strategic levels.
- **Integrity**- All staff must work with honesty and propriety.
- **Stewardship** - PO staff and management will take care of the financial resources, property, and equipment entrusted to them, for use for prescribed purposes.
- **Accounting Standards** - the system for keeping financial data and documentation must follow internationally recognized standards and principles.

| *See Annex 2* |

# PROGRAMME'S SUSTAINABILITY BEYOND THE FIVE-YEAR PLAN

The Bon Pasteur Kolwezi Programme has been making significant strides in improving the lives of children, women, and families in the artisanal mining communities of Kolwezi, Democratic Republic of Congo. As we look towards the future and the strategic plan for 2024-2028, ensuring Programme sustainability becomes a key focus. The following strategies will be implemented to achieve long-term sustainability:

- **Diversification of Funding Sources:** The Programme will actively seek out and secure funding from various donors, including international organizations, corporate partnerships, and individual donors, with the aim of creating a diversified funding portfolio that provides a stable and sustainable source of income for the Programme's activities.

  Additionally, the Programme plans to construct a guesthouse on its land in the area of Hewa Bora. Alongside these initiatives, the Programme will continue developing fish farming and crop production on its 40-hectare farm. Furthermore, the Programme will run various small businesses, such as a bakery and hall hiring. The income generated from the sales of fish, crops, and provision of services will contribute to the overall expenditures of the Programme.
- **Building Local Capacity:** Recognizing the importance of community ownership and involvement in sustainable development, the Programme will prioritize building local capacity. This includes training and empowering

community members to take on leadership roles in the committees and groups, providing skills development and vocational training for women and adolescents, and promoting entrepreneurship and income-generating activities. By building local capacity, the Programme can empower the community to take charge of their own development and reduce dependency on external assistance.

- **Collaboration and Partnerships:** Collaboration with local, national, and international stakeholders will be fostered to maximize the reach and impact of the Programme. This includes working closely with local government and community leaders, engaging with other NGOs and civil society organizations, and forming partnerships with businesses and academic institutions. By leveraging the expertise and resources of these partners, the Programme can achieve greater sustainability and amplify its impact.
- **Monitoring and Evaluation:** Robust monitoring and evaluation systems will be put in place to assess the effectiveness of Programme activities and ensure accountability. Regular monitoring will track progress toward Programme goals and identify areas for improvement, while evaluations will provide in-depth analysis and insights. This data-driven approach will enable the Programme to make evidence-based decisions, adapt strategies as needed, and demonstrate the impact and effectiveness of the Programme to stakeholders and donors.
- **Knowledge Sharing and Advocacy:** The Programme will actively engage in knowledge-sharing and advocacy efforts to raise awareness about the issues facing artisanal mining communities and advocate for policy changes. This includes sharing best practices and lessons learned with other organizations and stakeholders, participating in relevant conferences and events, and using various communication channels to amplify the voices of marginalized communities. By amplifying the Programme's impact and advocating for systemic change, the Programme can foster long-term sustainability and create lasting impact beyond its direct interventions.
- **Long-term Community Engagement:** Community engagement will remain a cornerstone of the Programme's sustainability strategy. The Programme will continue to prioritize the participation and involvement of community members in decision-making processes, encourage community-led initiatives, and promote social cohesion and unity. By fostering a sense of ownership and pride in the Programme's achievements, the Programme can ensure its long-term sustainability and create a lasting legacy in the communities it serves.

Overall, these strategies aim to create a strong foundation for Programme sustainability by diversifying funding sources, building local capacity, fostering collaboration, monitoring and evaluating Programme activities, engaging in knowledge sharing and advocacy, and promoting long-term community engagement. By implementing these strategies, the Bon Pasteur Kolwezi Community Development Programme can continue making a positive and sustainable impact in the lives of children, women, and families in the artisanal mining communities of Kolwezi, driving economic and social transformation for years to come.

# ANNEXES

*(Separate Documents)*

1. MONITORING AND EVALUATION FRAMEWORK 2024-2028

2. PROVISIONAL BUDGET 2024-2028

3. THE CONGREGATIONAL SAFEGUARDING POLICY

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GOOD SHEPHERD INTERNATIONAL FOUNDATION