

**NYALEBBE
COMMUNITY DEVELOPMENT
ALLIANCE
(C.D.A)**

**THREE YEAR STRATEGIC PLAN
2007 – 2009**

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KEY DATA

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Introduction

Nyalebbe is located in Sabu Groupement, Anghal Collectivité, Mahagi Territory in the northeastern Democratic Republic of Congo (Ituri Province); we are in the heart of Africa. Our part of the world has a rich and ancient history and we are an example of a small 'island' of [Alur speaking people](#) whose origins are to be traced to the northern Uganda, we are a part of the larger [Luo speaking people](#). We speak many languages in addition to [Alur](#) which is our mother tongue; other languages are Kiswahili and Lingala which are national languages and French being the official language. We have had war around us killing nearly four million people; we were before that, a local commercial and trade centre but due to the war, all activities came to a stand still, but now that the war is over, business is just picking up again. There is some renewed trade, mostly in agricultural products and commodities brought in from Uganda.

The Localité Nyalebbe has an estimated population of 2000 people which is the biggest among all the other 7 Localités of Sabu; over half of the populations are children. Sabu Groupement, the Groupement in which Nyalebbe is located has a population of 8380 people which are unevenly distributed in the 8 Localités.

Political / social administration:

In the Congolese administrative set up, which was inherited from the Leopoldian tradition, the lowest administrative position in the Territory is a Localité, followed by a Groupement then a Collectivité and the Territory. The administrative leaders up to Collectivité level are traditional leaders, they play both traditional and political roles, and their positions are hereditary. Nyalebbe therefore is a Localité in the Groupement of Sabu, Anghal Collectivité, Mahagi Territory, Ituri Province in the eastern Democratic of Congo.

Formation of the Organization

As a community, we developed the vision of having a Non Governmental Organization in 2006, this led to the formation and establishment Community Development Alliance - CDA (in French Alliance pour le Développement Communautaire - A.D.C), and we had it registered in November 2007, so we are now a legally recognized NGO in the Democratic Republic of Congo.

The idea of forming an organization was sought after the several years of extreme instability and civil unrest which resulted into a number of social problems some of which include in adequate access to clean and safe drinking water, political, economic and social strife, a high level of poverty, a high rate of HIV/AIDS infection, unemployment, illiteracy (over 85% of the population is estimated to be illiterate), high dropout rates in school especially of girl children, Gender inequality, services such as access to the Internet, computer training are nonexistent, no proper medical facilities, people travel for several kilometers on foot to other places such as Kasengu and Nyarambe to receive proper medical attention in health centres which are not even well equipped

Intervention Proposal

The intervention proposal was to have improved management capacity of the organization for better and quality service delivery to the most vulnerable group of the community

The Strategic Plan aims at making CDA confident, effective and efficient in delivering services to its target beneficiaries and be able to account for the services.

Specifically to improve and realize strategic direction, improve on the financial mobilization and management, improve on monitoring and evaluation system of the organization, promote good governance of the Alliance, provide avenue to design and develop accepted standards, policies, systems and other operational structures and finally to mainstream participatory and rights-based approach in all development program/ plans.

Vision of the organization

To achieve “Sustainable and quality existence for all”.

Mission of the organization

To create a vibrant and socially conscious society aware of its rights and obligations in the development.

Values and Guiding Principles

Community Development Alliance believes in shared values and norms of the organization. It is this belief that the organization lives with in the day to day operation of its activities, this is the uniqueness seen in the organization that makes other outsiders and insiders wish to identify themselves with the organization and it weighs more in the circle of the organization in society The following are the guiding values and principles of the organization;

- Transparency
- Accountability
- Professionalism.
- Integrity
- Mutual Respect
- Equity
- Partnership & Participation
- Self Reliance

Strategic Positioning of CDA

In strategizing itself to address the challenges and fears that the organization visualize based on its experience, CDA intends to position itself to meet the interest of all stakeholders in the development and progress of the organization with some clearer focus on some key defined areas as seen below. The organization intends to address the gaps that other stakeholders have till now not bridged in their community development intervention measures. The strategic positioning of the organization however, noted its own weaknesses and threats as also identified in the section of SWAT analysis. The outlined strengths and existing opportunities could be faucet to address the key problems identified by the organization.

Objectives and Strategies for Intervention

Objectives of CDA:

The objectives of the organization are:

- To establish a Community Vocational Training Centre
- To ensure equity among the population / masses.
- To create HIV/ AIDS awareness and prevention among the Community
- To improve on Societal / welfare and foster harmony / peace within the community.

- To empower people become aware of their rights and the principles of democracy and good governance.

Approach to be used by CDA:

- Linkages and networking with other organizations.
- Training committed people with capacity to deliver and bringing change in the community.

SWOT Analysis of CDA:

This is the analyses of some factors that has made the organization strong and succeed to this level. It also identified some factors that have made it not to succeed to the expected level; they are related to both internal and external factors. In analyzing these factors Community Development Alliance generated the information from different groups of respondents in focus group discussions, and stakeholders meetings in which views were separately gathered from the community and the executive members. These views were summarized as bellow.

Strength:

- The community members who are the founders of the organization are very active to see it progress, the organization executive committee is in place and regularly meet. There is a constitution in place that guides the operations and activities of the organization with a clear mission statement that is displayed at public place to popularize and for the public to understand its intentions.
- The existence and representation of Nyalebbe community on www.easterncongo.net and Nabaar.com has exposed the community to the world and also introduced it to the various committed neighbors and volunteers who have devoted their time, efforts and resources to see that the project succeeds.
- The organization to date is registered with the local government authorities and operates as legal Community Based Organization in Mahagi Territory - DRC.
- The community members are committed and have unity among them selves. Relevant records of the organization are kept up to date as the account books are equally well kept and up dated.
- There is a big level of recognition both at home and to some degree abroad by individuals, organizations and government authorities; as such there exists a good public relation with the local, national and international communities. The organization for this has enough internal and external support inform of sympathy, contribution, assistance and through net working with other organizations and individuals.
- The organization has some land and premise of its own which was donated by the community; though there are no structures yet put up on the land.
- The organization has a Functional organizational structure that clearly spells out roles and responsibilities of all the staff members and the executive committee.

Weaknesses:

- The organization does not have a long term plan for itself neither enough sustainable financial resource to support the short term plans. The organization relies only on one source of income and that is donation. Decisions that are normally taken drug for long before they are finally implemented by the management due to the inadequate financial support.

- No adequate learning and co curriculum facilities/staffs for the students. The staffs are still not adequate enough to meet the required standard. There are no buildings and infrastructures in place; the organization still operates on a rented premises. There is no safe water for drinking.

Opportunities:

- The existence of several orphans and other vulnerable children and the big number of redundant youth is an opportunity that needs to be sorted out to improve on the quality of enrolment and retention of students into our programs. This will be possible by carrying sensitization / education on the benefits and the role of vocation education their lives.
- Existing gaps in Local Government Development Program (Planning, implementation Monitoring and Evaluation). Is further seen as an opportunity that can to be explored by CDA e.g. there is no government program for the establishment and promotion vocational training institutions and contemporary development issues like gender, human rights etc, this calls for lobbying and advocacy local government planning levels.
- Absence of other CBOs /groups in the area leaves a very big gap that will surely be filled by CDA which is also seen as an opportunity to expand our area of service.
- Presence of many people who are returning or have just returned from where they took refuge during the war is another opportunity that calls for exploration in helping the people affected by the war to rebuild their lives and rub the feelings of the devastating effects of war from their minds.
- Good working relation ship with the local government is also seen as an opportunity to deliver quality services to community who are indeed in need.

Threats:

- Unenthusiastic attitudes and response of some community members which is expressed through their reluctance in paying for membership and subscription fees, this tends to undercut the planed activities and operations.
- Some bad religious and cultural believes and practices that does not favors development for instance participation of women in decision making, early marriage, and negative attitudes towards girl child education. This makes it difficult to engender development
- Unpredictable political future / and change in policies. Congo being politically unstable with frequent attacks from the rebels, e.g. the rebel group of Peter Kerim and attacks from other ethnic groups e.g. Lendu; this has coursed a lot of fear and threats among the community thinking that any time they may be displaced again.
- We do not yet have any stable source of income/funds that can support our projects and activities.

Situation Analysis

This is the analysis intended to generate and access essential information that could support the program planning activities of the organization for effective intervention.

Education

Education is in nowadays widely perceived by many to be the leading determinant of health and well being of human being and is also a fundamental human right in accordance with the Universal

Declaration of Human rights, the Millennium Development Goal and the Dakar Framework of Action of the World Education Forum, this means a community can not be considered to be developing or developed without a proper education system in place.

In the eastern DRC, Nyalebbe in particular education systems is very poor, this however does not only affect this community but the whole of DRC since the regime of the dictator Mubutu, DRC has over 80% of the population is estimated to be illiterate, women forming over 60% of the illiterate. This means that there is a very low proportion of trained service providers with experience in the community and a greater strain on the limited macroeconomic resource development, the situation has even been aggravated by the 5 year civil strife which devalued and suffocated the education system. The generation of youth between the age of 15 and 24 who are supposed to be in school have been involved in war activities, others have dropped out of school and are very idle while others do not have the needed resources to attend school or have been engaged in domestic activities to look after their young ones after the death of their parents.

To ensure that economic and social development is realized in the community, this situation calls for immediate attention of the entire stake holder to improve quality of education, infrastructure, equality of access to education and provision of tertiary and vocation training and adult literacy programs in the community

Population

There has not been any population census for a long period of time, this makes it hard to know the exact number of people. It is however estimated that Nyalebbe is the most populated Localité in Sabu Groupement; it has over 2500 out of the 8380 people in the 8 Localités Sabu, this leaves only 5880 to be shared by the other remaining 7 other Localités. Among the population, children form over three quarter which means there is very high level of dependency ratio in the families yet over three quarter of the population are very poor (living on less than one dollar a day).

This situation has a great effect on production, education, increased malnutrition, poverty and diseases which has created a vicious circle of poverty in the community.

Health

The health systems of DRC mainly consist of the system inherited from the colonialists, this system has now greatly deteriorated especially during the war, the government hospitals infrastructure and many health centres were destroyed leaving health care mostly in the hands of NGOs, religious sectors and private owners. This situation coupled to the high level of poverty and high rate of HIV/AIDS infection has left the community in an empathetic state.

Currently basic health indicators show a difficult picture, life expectancy is lower than 40 years, more than 120 infants out of every 1000 born die before reaching one year of life and over fifty of all children die before the age of five. The main cause of mortality (death) and illness/ diseases are preventable, conversely not without a struggle to achieve, important in these indicators requires the application of key strategies to improve equity and reduce vulnerability. This does not only need resource mobilization but also needs the provision of sufficient and relevant information gathering, apply the resource. Behavior change is also needed among the people, service providers, planners and funders as both are essential strategy and a desired outcome.

AIDS:

HIV/AIDS is the most serious health problem today in the community, this is mainly due to inadequate services aimed at creating awareness and the prevention of the prevalence, as well as wide spread resistance to change in sexual behaviors. This has led to the lost of bread winners and parents in the families since the infected are economically productive, sexually active and reproductively active ages, that is between 10 and 35 years. AIDS is now the leading causes of death among the adults, children's and principally among the youth, young females being extremely vulnerable. Girls aging 10-20 years are six times more likely to have AIDS than their male age mates most of the infections being through heterosexual contact.

Agriculture

The population depends entirely on agriculture as the source of livelihood for every one, over 95% of the population are subsistence farmers, who plant maize, cassava, sorghum, millet, ground nuts, beans, soya beans, sweet potatoes, Irish potatoes and simsim as food crops and coffee and cotton as cash crops. The crops grown are then consumed or sold locally in the local market while the cash crop are sold to the middle men who normally export to Uganda for higher price. At the house hold level, women contribute 60 to 85% of the labour force for the agricultural production and it is the resilience of subsistence agriculture which has sustained the community for many years.

The agricultural production is based on the use of simple technology (hand tools) such as the use of hand hoes & pangas, axes, yet the supply is often inadequate or the price is unaffordable, the production is also dependent on the use of tradition seeds which have very low yields and normally it is the women who suffer most. The problem of labour in the agricultural sector still poses a big threat, for example over 60% of the agricultural labour force is from women who use hand tools to produce all the food crops and at times about 30% of the cash crops, Some times having many children has been one strategy to generate harvest labour for expanding a families economic base, the amount of labour available determines the size of land to be cultivated hence the amount of food.

Economy

Prior to the war, expectation for sustainable economy growth were high, the war reversed these economic and social gains, it left commercial and marketing structures decisively weakened. The continuing economic crisis is of poverty and how it affects the well being of families' house holds and the community. This call for the need for an alternative I.G.A opportunity apart from agriculture, there is also need for strategies as well as control and use of incomes within house holders especially as it affects women and children.

Poverty

Most house holders here suffer from extreme poverty (living on less than 1 \$ per day) over 60% of the house holds are poor. The poverty level varies between rural inhabitant and urban inhabitant, rural dwellers having the longest fractions of the poor people, which is mostly due to low level of education, lose of or lack of provider, orphans, widows and abandoned children and the disabled

persons are among the poorest of the poor as they are the most vulnerable to poverty than the others. The poor people also have the lowest access to health facilities and the highest risk to HIV/AIDS infections, other diseases and loss of status in the community

Culture:

In this community, culture is seen and perceived to be concrete and unchangeable, it is the source of tradition that have been carried on for generations. However not all cultures are not static, they are a result of social political and natural environment and can easily adapt with the change in circumstances, the main purpose of culture is to maintain cultural identity and continuity, this was deeply rooted in to the communities, some of the common beliefs and behaviors that directly affect the well being of women and children, some of this includes paying of bride price, inheritance of widows, rituals, marriage, gender, (eg. women are not supposed to eat chicken or eggs etc). there are also some positive cultural practices like traditional dances (Agwara dance, Adungu dance, Ndara dance etc)

In the families, there is multiple expression of family which ranges from consensual union to formal church marriage, from monogamous to polygamous, from the inhabitant of one-room resilience to multi dwelling compounds, from a new clear family consisting of parents and offspring to a wide ranging extended family. Individuals or couples may conceive and bear children and create a family without legal or formal sanctioning, one stronger characteristics of family love is the value of expensive thin network that wishes across generations and geography, while extended families can live together, the term also encompasses these relatives who live in different geographical locations but maintain emotional ties, contribute economic support and visit frequently.

Marriage such a deeply held value and tradition marital relation is seen as a core support to the family, marriage enables child bearing and economic collaboration (Children are seen as wealth to the family and clans) there are no legal age set for marriage girls can marry as young as 13 years while boys as young as 15 years

Unemployment

Nyalebbe being a rural community, there is a very big problem of unemployment especially for the women, youth and the disabled persons the only employment available is agriculturally related activities and domestic work. Such jobs don't require special school based training and there is normally no payment for the jobs since they are done at house hold levels. Women are fully responsible for domestic work, food production, child care, house cleaning etc

Access to credit

There is no access to credit; this has limited the effort for commercial farming. People only use family labour and traditional seedling reserved from the previous harvest.

Communication and transport

In development, the availability of good roads and transport is very important especially in determining access to services, goods & opportunities as well as monitoring and supervision of projects and activities.

In Africa, DRC is known for having the worse road net work; most areas are in accessible due to meager roads and non existence. This has greatly improved vulnerability among the rural communities since they solemnly depend on agriculture. It is estimated that over 80% of the rural house holds have no access to roads and are served by foot paths, it is also due to the poor road net work that agricultural produce is bought at very low prices, because they have problems with transporting their produce to the market even those who have access to the roads, have no means of transport, there is very limited public transport which is intern very expensive that the local farmers can not afford.

Communication here is to some extent done in a formal way, through meetings and media and also informally through folk media and also conversation. There is one community FM Radio station (la colombe) based in Mahagi, the radio station serves the community in educating and sensitization on peace building, social charge, news and announcement in both local language and other languages (Kiswahili Lingala & French). The radio is received by most people with poor reception in some areas. Most people however do not listen to the radio, some because they can not afford radios or can not afford buying dry cells and only quarter of the women take the opportunity of listening; this is because women and children especially girl children have very little time to attend to other issues. they are always pre occupied by domestic work and most radios (all) are owned by the men hence women and children have no access, television services are only available to urban people (eg in Mahagi town) were they use set light dishes.

Telephone services is wide available to those who can afford (about 10% to 20%) there are two telecom companies (Celtel and Vodacom) that provide good telephone network reception up to the rural areas.

Internet is still a very big problem in this community, people have to travel 45km to Mahagi to access internet and computer services at a moreover at a very high cost (US D 1.12 per minute) and to access postal services is only when one crosses over to Uganda (Paidha or Nebbi Town). Poor transport and communication problems have greatly affected the development of this community.

Plan of Intervention:

Organizational Strengthening / Institutional Development plan:

For effective service delivery to the community CDA needs to build its various Institutional capacities.

- a. Expansion of community membership to the organization
- b. Training Programs for Staff and the Executive Committee Members on;
 - i. Leadership skills
 - ii. Planning
 - iii. Resource Mobilization
 - iv. Proposal Writing
 - v. Team Building

- vi. Financial Management
- vii. Record Management and Book Keeping
- c. Regular Meetings of Management, Executive Committee members to strengthen coordination and promotion of team building;
 - i. Management Planning Meetings on weekly basis.
 - ii. Executive Committee-Meetings on monthly basis
 - iii. General Assembly on Annual basis
- d. Equipping and Tooling the organization;
 - i. Logistical support
 - 1. Computer and accessories (1)
 - 2. Generator (1)
 - 3. Motor cycle (1)
 - 4. Bicycles (2)
 - 5. Construction of class rooms and office blocks (3 blocks)
 - ii. Acquisition of various stationery
 - 1. Files
 - 2. Books
 - 3. Papers
 - 4. Pens
 - 5. Markers etc
 - iii. Development of organization policy papers and structures e.g.
 - 1. Financial policy
 - 2. Human resource policy
 - 3. Code of conduct at work and for members
 - 4. Staff motivations
- e. Human resource and Executive Committee Development;
 - i. Paying of salary to staff and allowance to volunteers
 - ii. Allowances of Executives
 - iii. Staff appraisal
 - iv. Holding exchange visit with other organizations (within and in Uganda)
- f. Setting up of Information Management System;
 - i. Programming computer with the necessary software
 - ii. Carrying out baseline survey on key issues
 - iii. Development of filing systems and proper records management

Strategies for Program Expansion

Promotion of contemporary issues on Community Development:

In ensuring that better practices and comprehensive policies are appreciated and upheld in the communities, we intend to carry out advocacy activities and lobbying the policy makers and the general public through Dialogue meetings and open air campaign on;

- iv. Mainstreaming HIV/AIDS in development agenda of organizations.
- v. IGAs and biting poverty
- vi. Vulnerability of girls, women, disabled persons, widows, orphans and the elderly people.
- vii. Bad/static Cultural and religious practices.
- viii. Equal access to information and resources.

Improve life and especially provide training and business opportunities for young people.

Ensuring that the communities especially the vulnerable and disadvantaged have the necessary skills and knowledge to enable them to become self-reliant

- g. Establish a Community Vocational Training Centre
 - i. Make consultation with the community members and stakeholders
 - ii. Develop appropriate curriculums for the courses
 - iii. Train teachers and staff
 - iv. Acquire equipment, supplies and learning materials
 - v. Conduct marketing and awareness campaign
 - vi. Enroll students for classes
 - vii. Secure continuous funding/source of funds for the sustainability of the CVTC

Community sensitization on contemporary Issues and poverty alleviation;

We intend to ensure that awareness is created in the community on the plights and rights of the vulnerable groups of people and what measures can be taken to address them.

- h. Increased publication / publicity of the organization on the existing services.
 - i. Conducting stakeholders seminars
 - ii. Production of regular radio messages and Holding Radio Talk shows
 - iii. Staging Drama Show.
 - iv. Conducting community meeting

Linkages to other development partners for project support

The project will establish effective linkages with other NGOs, development partners and facilities involved in similar interventions around the world for.

- i. The establishment of a Community Vocational Training Centre
- ii. The provision of psychosocial support to children, women, youth, people with disability and the elderly people.
- iii. The empowerment of the community through IGA and income security to the most vulnerable families
- iv. The establishment of a community savings and credit scheme

Resource Monitoring and Evaluation

Ensuring that effective program implementation is obtained and quality service is offered to the community, the organization will use the following monitoring and evaluation strategy;

- i. Field Supervision
- ii. Community Evaluation Meeting
- iii. Stakeholders meetings
- iv. Keeping proper records of all the activities

Financial Sustenance Strategies

Guaranteeing financial sustainability of the organization.

To ensure that the organization has a steady source of income for the implementation/execution of its programs and activities resourcefully, the following strategies and techniques will be put in place;

- c. Sales of garments and carpentry products
- d. Collection of tuition fees from private students attending our trainings

- e. Training of Executive Committee and management on resource mobilization skills.
- f. Creation of a Special Fund Raising Committees.
- g. Conducting Stakeholder/ Donor Market Research.
- h. Writing and selling of project proposals to donor institutions.
- i. Collection of membership and subscription fee from members
- j. Initiating Micro Enterprise Development:
- k. Beginning community savings and credit scheme

Strategies to Promote Public Relations

To ensuring that the public relation of the organization is improved, there shall be participation and upholding of the current internal and external program and policies to manipulate the attitudes of the stakeholders.

- a. Promoting the organization;
 - i. Conducting of seminars
 - ii. Developing and Planting of Sign Posts in Strategic Positions.
 - iii. Production and Circulation of Brochures, calendars.
- b. Meetings;
 - i. Partnership Meetings;
 - ii. Dialogue Meetings;
 - iii. Stakeholders meetings;
- c. Linking and Networking
 - i. Dual execution of Program and projects
 - ii. Attachment to other Organizations/ networks;
 - iii. Sharing of resources (reports and publications)
- d. Participation in Public Functions;
 - i. World AIDS day (1st December)
 - ii. International women's day (8th March)
 - iii. International labor day (1st May)
 - iv. International Day of the Disabled (3rd December)
 - v. The Day of the African child (16TH June)
 - vi. Independence day (30th June)
 - vii. National Liberation day (17th May)
 - viii. Parents day (1st August) etc