

Chapter 7 Community Development Plans and Their Preparation Process

The contents and implementation system of the Development Plans verified by PP implementation will be reflected in the preparation of the Community Development Plans. Figure 7.1 shows the flow of preparation of community development plan.

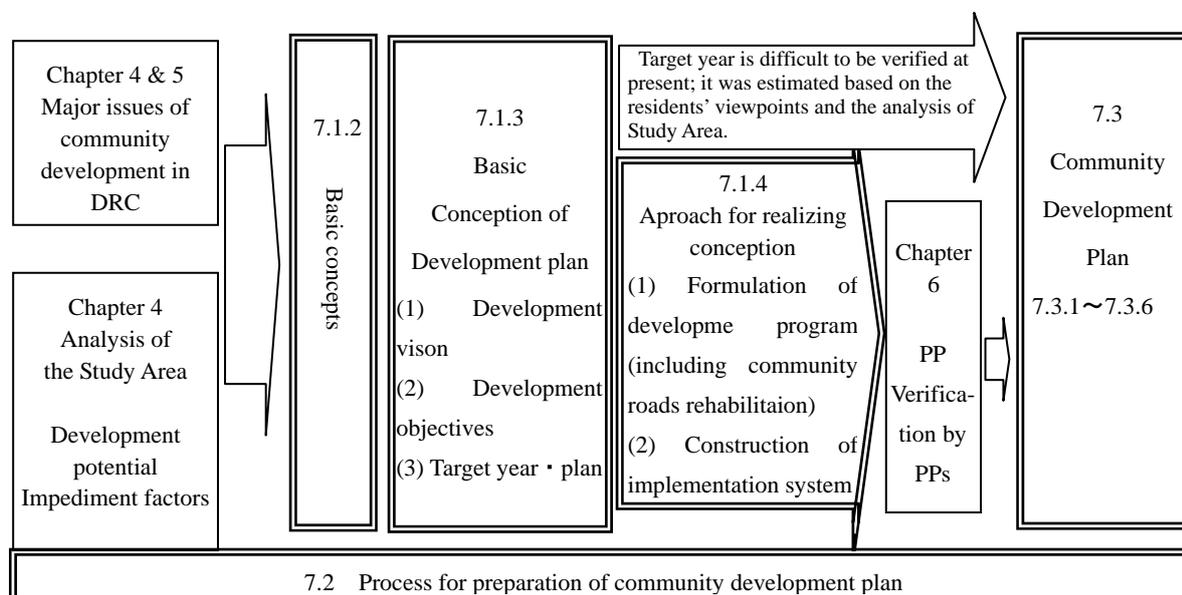


Figure 7.1 The flow of preparation of the community development plan

In addition, the preparation of the community development plan was followed by the implementation procedure of the plan preparation, shown in figure 7.2. Details will be described in the section 7.2.

7.1 Concept of Community Development Plan and Setting of the Approach

7.1.1 Outline of the Concept of Community Development Plan

Followings are the outline of the community development plan in the Study Area. Details will be described in this chapter.

- (a) Target area : 21 villages along the Kilueka and Nkondo routes in Kimpese sector
- (b) Target Period: From 2010 to 2014 (including the Study period)
- (c) Target Group: Resident in the target area and provincial staff of DECO and DVDA
- (d) Development vision : The area will be sustainably fulfilled the basic human needs
- (e) Target planning period : Short term period 3 years, medium term period 5 years
- (f) Development objectives : ①securing minimum incomes for fulfilling BHN, ②satisfying living in the community due to improvement of living environment, ③improvement of public services
- (g) Programs for realizing development objectives :
 - ①community roads rehabilitation (implementat as a Quick Impact Project in this Study),
 - ②support and reinforcement of villagers' organization, ③improvement in agricultural

productivity, ④improvement in value addition to farm products, ⑤diversification of income sources, ⑥improvement of natural environment, ⑦improvement of living environment, and ⑧improvement of public facilities.

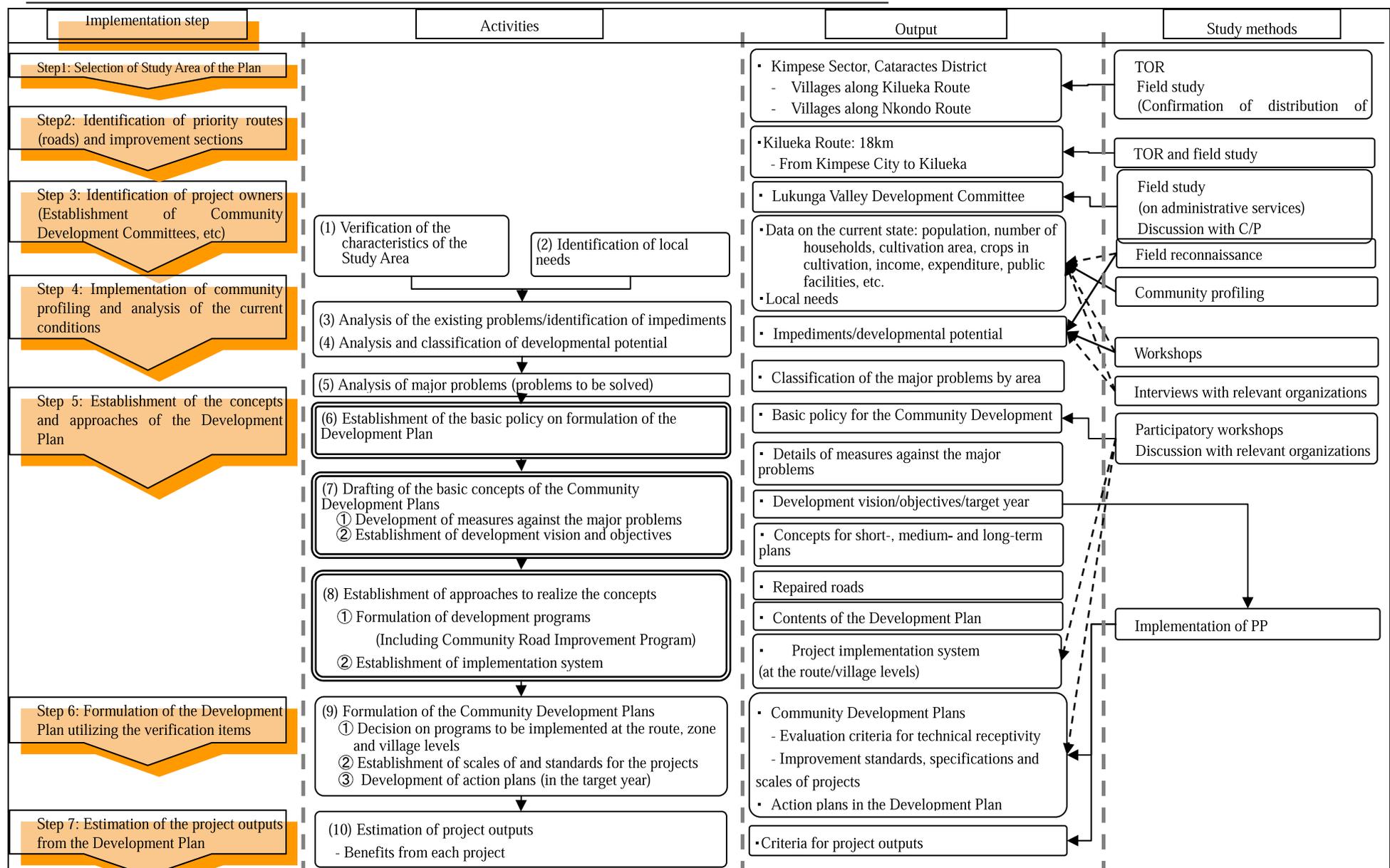


Figure 7.2 Implementation procedures and activities for the preparation of Community Development Plans in the Study Area

7.1.2 Preparatin of Basic Concepts for Community Development Plan

The basic concepts for preparation of the community development plan were set according to the policies of the DRC's government and analysis of development potentials and contrains in the Study Area;

Basic concept 1 : To formulate plans in conformity with the contents of the “document on the policies and strategies of community development in the Democratic Republic of Congo” (hereinafter referred to as “the community development strategy document”) issued in December 2008, which is considered as superior strategy.

Basic concept 2 : To respect the residents’ initiatives in the preparation of plans in order to ensure the sustainable maintenance by the villagers’ organizations

Basic concept 3 : To formulate plans as a model (“Kimpese Model”) which could enhance the region’s stability through tightening the unity among local communities including the settlers in former Angolan refugees’ camp sites, by means of activities performed by the villagers’ organizations for the maintenance of the community roads rehabilitated as quick impact project.

As for the back ground of the basic concept 1, the concept of community development in DRC lies in implementation of the activities for improvement of the population’s standard of living as well as establishment of related strategies with people’s participation. The history of community development in DRC dates back to early 1930’s beginning as part of the land reclamation program for improvement of agricultural productivity with the six objectives: (1) To increase productivity of soils by management of fertilization; (2) To guarantee healthful and sustainable livelihood of farmers; (3) To guarantee diverse and rich diet for farmers;(4) To introduce large animals, to promote fish farming and fishery; (5) To promote establishment of farmers’ cooperatives; (6) To promote mechanization of agricultural labor.

Community development in DRC came into full movement after the end of World War II, when the non-profit organizations by Christian missions started activities of schools, occupational training centers, medical organizations, etc. They have been integrated into social and cultural actions undertaken by private companies established through colonization, and these activities are still continued after the independence of DRC.

DRC became independent from Belgium in 1960. However, following political confusion and conferences on development as well as the intensification of conflicts in the 90’s made it difficult to adopt effective policies for community development, resulting in the exhaustion and poverty of rural communities. In spite of the creation of the Ministry of Rural Development and arrangement of related systems and organizations, significant improvement of the rural communities

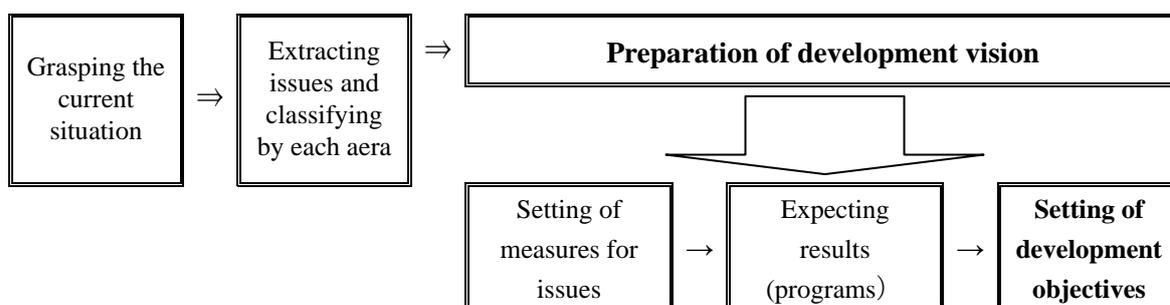
cannot be observed.

In addition, supposed major issues on the community development in the present days in the DRC are (1) Poverty alleviation, (2) Consideration for rural development issues, (3) Collaboration (partnership) between central government and local administrative agencies, (4) Residents' participation in selection, implementation and monitoring of development projects, (5) Creation of entrepreneurship challenging innovative businesses and high risks, (6) Development of regional leaders, (7) Improvement of living environment in rural area, (8) Improvement of access to basic social infrastructure such as water, electricity, education and health, (9) Improvement and strengthening of communities' solid foundations, (10) Organization of associations and groups, Deregulation about registering requirements, (11) Reinforcement of collaborative framework among central, provincial and district governments as well as local administrative agencies, (12) Security of human and goods, Practical peace building in rural area, (13) Prevention of corruption in local administration, (14) Capacity development of the socially vulnerable people, (15) Reinforcement of institutional framework for assistance in community development, (16) Involvement of research centers and universities for activation of communities, (17) Installation and upgrading of community radio stations, (18) Integration of communities' viewpoints in the preparation of policies on conservation and protection of the environment.

7.1.3 Planning of a Basic Conception of Community Development Plan

As mentioned in Chapter 5, the problems in the Study Area revealed by the field study have been classified into major areas of 'livelihood improvement,' 'living and natural environment,' 'public facilities' and 'community roads.' After the classification, the workflow described below was used to develop measures against the identified problems and to establish outputs expected from the measures (programs) and development objectives to be achieved in each area. The outcomes of the field study and the discussion with C/P were used to decide what the communities should aim for in the short-/medium-term target year in five years by achieving the development objectives. The figure in the following page shows what the workflow has produced.

The flow of expecting results (programs) against measures for each area and setting of development objectives



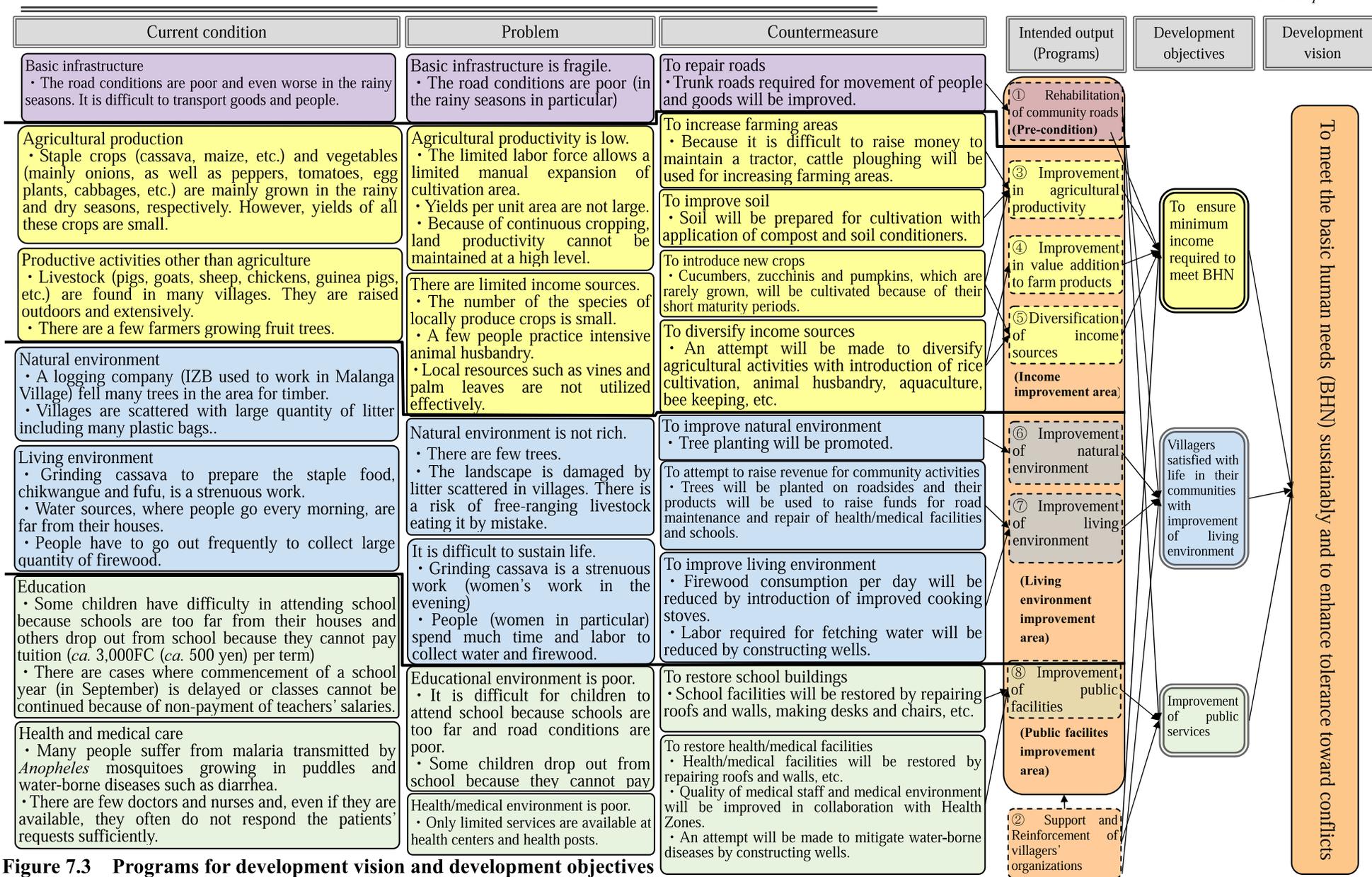


Figure 7.3 Programs for development vision and development objectives

(1) Development vision

Development Vision: To meet the basic human needs (BHN) sustainably and to enhance tolerance toward conflicts

The field study has revealed that a great majority of the residents in the 21 villages along Kilueka and Nkondo Routes are engaged in low-productivity agriculture, which provides them with daily income of less than US\$ 1.0 per person. Difficulty in access to safe drinking water and poor state of health and school facilities in the villages put quality of their life at the lowest level. Any conflict in the Study Area with such a poor environment will make their life difficult.

Improvement of such a poor life of the villagers will require improvement of livelihood, living environment and public facilities in an integrated fashion. Therefore, ‘To meet the basic human needs (BHN) sustainably and to enhance tolerance toward conflicts’ has been identified as the development vision, as a future vision of the Study Area when the problems have been alleviated through continuous implementation of the projects in short- and medium-terms.

It is important to guarantee continuous access to income, living and natural environment and medical and educational facilities required for daily life. For this reason, it is important to maintain activities of the villagers’ organizations, the owners of the operation and maintenance activities, and to advance resident-led community development by improving their organizational capacity.

(2) Development of measures and establishment of the development objective in each area

The development objectives in each area have been established as described below.

(a) Development Objective 1 (Livelihood Improvement Area): To ensure minimum income required to meet BHN

Target indicator: To increase average income by 20 %

The villagers in the Study Area are found to have average income of US\$ 0.76 and 0.93/person/day in the rainy and dry seasons, respectively. Thus, the problem in the ‘Livelihood Improvement’ area is a large number of people living with less than US\$ 1 per day. At the workshops with the villagers, they raised improvement in agricultural productivity as the first issue.

The people living in the Study Area grow grain and vegetables in the rainy and dry seasons, respectively, taking advantage of the natural conditions favorable for agriculture in terms of precipitation, temperature, etc. However, there are problems: All farming activities are being carried out manually. Fertile land has been left unused. Appropriate farming technologies have not been disseminated. Livestock have been raised extensively. These have been the causes to keep the labor productivity at an extremely low level. Therefore, ① measures to improve agricultural productivity will be required in the Study Area where villagers earn almost all their income from agriculture. As

practical measures to increase income, ② diversification of income sources to animal husbandry, aquaculture, etc. and ③ an increase in value addition to crops being cultivated have been identified.

'To ensure minimum income required to meet BHN' has been selected as the target of the outputs of these activities (development objective). With the aim of achieving an average income of US\$ 1/person/day from the current US\$ 0.76/person/day in 21 villages, 'to increase average income by 20 %' has been adopted as the indicator to evaluate achievement of the target.

(b) Development Objective 2 (Living Environment Improvement Area): Villagers satisfied with life in their communities with improvement of living environment

Target indicators: Drinking water accessible to all the villagers

No disorderly burning of field with enhanced awareness of villagers for conservation of natural environment

The problems in the 'Living Environment Improvement' area are insufficient access to safe drinking water and hard labor mainly carried out by women such as grinding of cassava and fetching water. Therefore, 'improvement of such living environment' is required. As a measure to realize outputs of the improvement, possibility of enhancing women's activities by creating more opportunities for small groups of women to get together and to work while communicating with each other will also be considered. Since burning of field near villages has damaged not only trees but also farming land in the natural environment in the Study Area, measures 'to improve such natural environment' will be required. Conservation of the remaining forests, vigorous tree planting and restriction on burning of field are examples of such measures.

'Villagers satisfied with life in their communities with improvement of living environment' has been selected as the target of the outputs of these activities (development objective). Attention has been paid to the environment for water supply and the forest environment around the villages when considering indicators to measure achievement of the target and 'Drinking water accessible to all the villagers' and 'No disorderly burning of field with enhanced awareness of villagers for conservation of natural environments' have been adopted as the indicators.

(c) Development Objective 3 (Public Facility Improvement Area): Villagers receiving benefits of public services continuously with improvement of public facilities

Target indicators: Education provided continuously by teachers stationed permanently

Villagers receiving medical services continuously from nurses stationed permanently: XX % of villagers understand lessons on prevention.

In the Study Area, roofs, walls, floors, etc. of school facilities are in poor condition and are maintained insufficiently. Conditions of other public facilities, e.g. clinics and roads, are also poor. These facts have contributed to deterioration of school education and medical environment in the area.

The area residents strongly demand repair and improvement of these facilities. For these reasons, measures “to improve public facilities” described herein will be required.

‘Villagers receiving benefits of public services continuously with improvement of public services’ has been selected as the target of the outputs of these activities (development objective). Attention has been paid to educational and health/medical facilities which are important for the development of the area when selecting indicators to measure the achievement of the target and ‘Education provided continuously by teachers stationed permanently’ and ‘Villagers receiving medical services continuously from nurses stationed permanently’ have been selected as the indicators.

(3) Formulation of (short- and medium term) plans

It is difficult to assume a long-term design target year in an unstable country like DRC in which drastic changes are expected in future. Therefore, the target year of the Project has been set at 2014, five years from now. The five-year period is divided into short- and medium-terms.

The design period of the short-term plan will be three years from 2010 to 2012. This period is to be considered as a period to form foundation for resident-led community development with continuous implementation of the contents of the programs. Capacity development for the C/P and creation of a Community Development Model (Kimpese Model) will also be incorporated.

The duration of the medium-term plan will be two years from 2013 to 2014. It will be a period for the engineers of administrative organizations and NGOs who have received training in the Short-term Plans to improve the models constructed during the Short-term Plans and to expand the programs horizontally both within and outside the Study Area.

Development plans for livelihood improvement and improvement of environment within villages will be prepared at the village level because owners and areas of activities are within single villages. The plans for public facilities used by residents of several villages will be prepared at the multiple-village level (or the zone level). The plans from which villages along a route benefit will be prepared at the route level.

7.1.4 Approaches to Realize the Concepts

To achieve the development vision after having achieved the above-mentioned Development Objectives 1 to 3, implementation of programs in the Essential Area consisting of those for community road rehabilitation and assistance and empowerment of villagers’ organizations, as well as programs in the three areas, Livelihood Improvement, Living Environment Improvement and Public Facility Improvement, will be required.

Development objectives and programs

Development objective 1	Programs for improvement of livelihood area	Programs for essential area
Development objective 2	Programs for living environment improvement area	
Development objective 3	Programs for public facilities improvement area	

Realization of the outputs of the programs in the Livelihood Improvement and Public Facility Improvement Areas in particular will be facilitated by rehabilitation of community roads, which will improve distribution of farm products and access to public facilities. Therefore, the rehabilitation of the community roads will have to be implemented as the most important factor for the livelihood improvement and public facility improvement.

It is important for development programs in the areas other than the Essential Area to be implementable by villagers continuously as the owners of the programs. It will be necessary to establish Community Development Committees and villagers’ organizations as implementing bodies of the development programs and to construct implementation systems in which operation and maintenance of the programs are carried out by the established organizations with guidance and assistance from personnel of the administration. To realize such systems, it will also be essential to develop capacity of the target villages and administrative personnel.

In order to achieve the development vision, ‘to be an area in which BHN are met sustainably,’ it will be necessary to make effort to develop capacity in development programs of administrative staff through the activities of the Project. Figure 7.4 shows the relationships between the development vision, objectives and programs in each area.

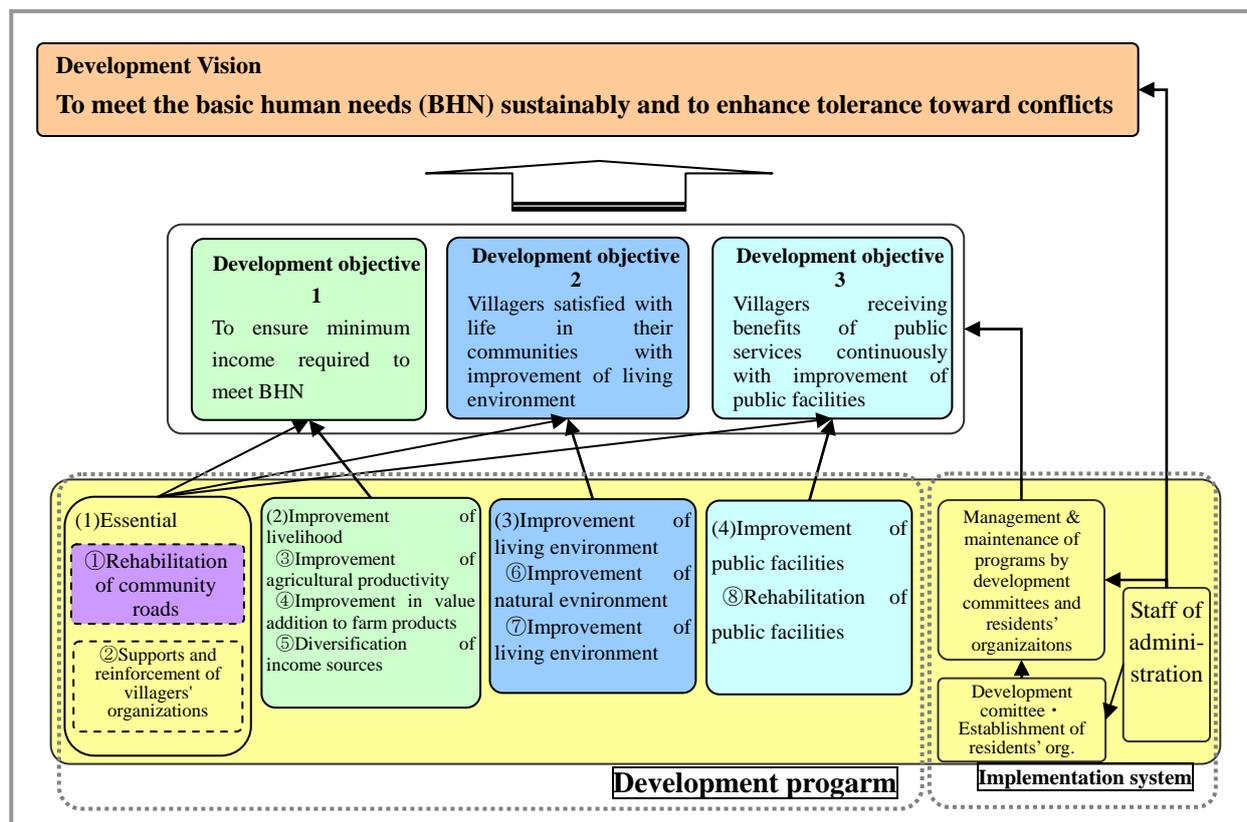


Figure 7.4 Approach for realizing conception

(1) Formulation of development programs

The components of the Community Development Plans in the Study Area are classified into four areas (Essential, Livelihood Improvement, Living Environment Improvement and Public Facility Improvement) and eight programs (Community Road Rehabilitation, Improvement in Agricultural Productivity, Improvement in Value Addition to Farm Products, Diversification of Agricultural Income Sources, Improvement of Living Environment, Improvement of Natural Environment, Improvement of Public Facilities and Assistance and Empowerment of Villagers' Organizations) as shown in Figure 7.4 for the objective of achieving the development objectives. Actual projects to be implemented exist under each program. The table below shows projects and programs by area.

Table 7.1 Programs and projects by area

Areas	Programs	Projects
(1)Essential	①Rehabilitaion of community roads	Rehabilitation of community roads
	②Supports and reinfoecement of villagers' organizations	Supports and reinfoecement of villagers' organizations
(2)Improvement of livelihood	③Improvement of agricultural productivity	Cattle ploughing
		Vegetable cultivation
		Promotion of rice cultivation
	④Improvement of value addition to farm products	Treatment and processing for postharvest
		Cooperative shipping
⑤Diversification of income sources	Transportation of farm products	
		Animal husbandry

Areas	Programs	Projects
		Beekeeping
		Aquaculture and fish processing
(3)Improvement of living environment	⑥Improvement of natural environment	Replantation
	⑦Improvement of living environment	Improved cooking stoves
		Literacy education
		Handicraft
		Maintenance and management of drinking water facilities
(4)Improvement of public facilities	⑧Rehabilitation of public facilities	Improvement of health facilities
		Improvement of educational facilities

It is important to implement programs in an integrated fashion and progressively. Supports and reinforcement of villagers' organizations are also vital to sustainable implementation for improvement of livelihood, improvement of living environment, and improvement of public facilities. In addition, the rehabilitation of community roads is indispensable for effective improvement of livelihood and living environment of communities' residents by those programs. The details about each project of programs are given in PP sheets (Annex 6.10). Details of each program are given below.

1) Essential area

① Community road rehabilitation program

The community roads give a direct impact on improvement of livelihood and living environment; for instance, transportation of products and purchase of commodities. Therefore, the rehabilitation of roads must be primarily considered and implemented for improvement of livelihood and living environment.

- Community roads rehabilitation project : Two types of road improvement projects will be implemented. In one of them, the High Labor Intensive Public Work (HIMO) will be used in repair of existing agricultural roads along areas with high potential for community development. In the other, a hybrid method with mechanical and manual construction will be used for repair of similar roads. In this Study, the road rehabilitation has been implemented as the Quick Impact Project with the method of the latter.

② Supports and reinforcement of villagers' organizations

It is crucial for sustainable development to reflect monitoring and results from that on programs with constructing implementation system led by residents in order to implement programs such as the rehabilitation of community roads and improvement of livelihood. The community development committee consisting of representatives of several villages along the route, which will be described later in "(2) implementation system," is very important to carry out development programs in the Study Area.

- Supports and reinforcement of villagers' organizations : A community development committee by representatives of villages along a community road is established and it will be considered as the main implementation body of programs. Moreover, this committee will be in charge of maintenance of each program in order to reinforce its capacity development through program activities.

Technology in preparation of plans and project implementation will be transferred to engineers involved in community development in administrative organizations and NGO staff through OJT. An attempt will be made for human resource development and capacity development in the established villagers' organizations by providing not only technical assistance but also training and technology transfer to them.

2) Livelihood Improvement Area

Use of human and land resources in the target villages will enable implementation of programs for livelihood improvement. For example, Vegetable Cultivation Project aims at increase in income from vegetable cultivation practiced in almost all the villages through improvement in productivity by improving cultivation techniques and understanding of cultivation calendars. This project will be implemented in all the villages. On the other hand, although introduction of cattle ploughing and animal husbandry is beneficial, it is difficult to sustain these activities without villagers' own initiatives. Therefore, intention of villages will have to be confirmed definitely before implementing these activities.

③ Program for Improvement in Agricultural Productivity

- Vegetable Cultivation Project: Improved high-yield varieties will be introduced for higher productivity. Risk against diseases and pests will be reduced through crop diversification. Training will be provided on cultivation calendars, soil preparation, cultivation methods, preservation of seeds, etc.
- Cattle Ploughing Project: Animal traction will be introduced for expansion of cultivation area. Expansion of cultivation area will aim at an increase in yield of grain in particular because they are grown in the rainy seasons in rain-fed fields.
- Rice Cultivation Promotion Project: Rice cultivation will be introduced to take advantage of rich water resources in the area including perennial rivulets.

④ Program for Additional of Values to the Products

- Cooperative shipping Project: In order to reduce negative impact of collapse of prices during harvest seasons of vegetables and fruits, products collected from farmers will be shipped together to a market with a better price.

- Product Transport Project: Means of transport of fragile products liable to damage during transport such as tomatoes and harvest in small volume will be improved.
- Post-harvest Processing and Farm Product Processing Project: Harvested farm products will be processed (into jam, tomato paste, etc.) for value addition and sold.

⑤ Program for Diversification of Income Sources

- Animal Husbandry, Bee Keeping and Aquaculture Project: Activities of the primary sector of economy other than agriculture, such as animal husbandry, aquaculture and bee keeping, will be promoted.

3) Living Environment Improvement Area

As the programs for improvement of living environment, as well as those for improvement of public facilities mentioned later, aim at improvement of the level of basic life of people living in the villages, they will be implemented in all the villages. For example, women perform many domestic activities including household chores and childcare, in addition to productive activities such as agriculture. Community activities will be enhanced by enabling active participation of women in various activities through improvement of living environment for them.

⑥ Program for Improvement of Living Environment

- Improved Cooking Stove Project: Consumption of firewood will be reduced by introducing cooking stoves with better heat efficiency than the traditional ones currently in use. Since only locally available clay and bricks will be used for production of the new stoves, guidance on production method will be the only input in this project.
- Literacy Education Project: Villagers will take lead in literacy education in each village. Ways to run the literacy education will be decided by villagers who will be instructors and those who will be students in each village. Training on teaching methods will be provided to the villagers who will be instructors.
- Handicraft Project: The main aim of the project is vitalization of villages including production of handicrafts from collected waste plastic bags. Handicraft production is an effective means for women living in villages to work in groups while exchanging information within a group.
- Water Supply Facility Maintenance Project: Water supply facilities (wells) will be constructed in the villages to ensure supply of safe water and to alleviate labor of fetching water.

⑦ Program for Improvement of Natural Environment

- Re-plantation Project: Large-scale burning of field practiced in the dry seasons causes not only

loss of vegetation but also direct damage to farming land such as burning of crops. To improve the situation, the villagers will take lead in implementation of the awareness creation activities for prevention of the burning and re-plantation around villages.

4) Public Facility Improvement Area

Administrative services are not provided sufficiently in the Study Area. Therefore, it is essential for the villages to complement part of the administrative services and to ensure functions of the existing facilities. The traditional systems of communal work represented by *salongo* will be used and their activities will be enhanced for maintenance of such facilities.

⑧ Program for Improvement of Public Facilities

- Improvement of Health Facilities Project: In order to provide sufficient care to serious cases such as malaria patients in rural areas, health facilities will be improved and repaired. Since cases of the predominant diseases, *i.e.* malaria and water-borne diarrhea, can be reduced through awareness creation activities, such activities will be implemented vigorously.
- Improvement of Educational Facilities Project: In order to increase the school attendance rate, school facilities will be improved and repaired. After the improvement and repair has been completed, attempts will be made to have permanently stationed teachers.

(2) Establishment of the implementation system

In community development, development objectives will be achieved through implementation of field studies, formulation of development programs and sustained implementation of the formulated programs. Sustained implementation of development programs requires establishment of implementation systems (implementing bodies) and, without this establishment, it will be difficult to achieve development objectives. In the Study Area, either the central or the local government does not have firm financial basis for governance to formulate and manage development plans at the community level. Therefore, the plans have been formulated with participation of villagers in the entire process from the planning to the implementation stages in accordance with the basic policy of “formulating plans incorporating intentions of villagers in order to enable sustainable maintenance by villagers’ organizations.” In the following, actors in the implementation systems and their details are described.

(a) Actors

There are two villagers’ organizations of different character to lead the development, namely: villagers’ organizations formed by each project which acts as main player; and, development committee which controls the projects. In the present Study, the community development committees are very important actors since projects and management are led by residents.

Among governmental actors, “sector” can be mentioned in the first place as most important management agency, and technical assistance is expected to be provided by the “territory”, Ministry of Health, DVDA and CLER. Assistance from NGOs working in Kimpese (CRAFOD, Agrisud) will be coordinated for the development of the target communities.

Development committees

Community development committee should be established for each route of Kilueka and Nkondo, consisting of the Dukis of 11 villages and 10 villages, respectively. Community development committee will be responsible for management of activities by each route, providing direct control over activities performed by several villages as well as indirect control over activities performed by single village. On the other hand, existing village development committees are responsible for direct control over activities performed by single villages and will be supervised by the community development committee.

For the objective of smooth exchange of information between village development committee and community development committee, village representatives are invited as member of both committees. That is to say, Dukis should have membership of both committees whereas they actually form part of village development committee.

Villagers’ organizations of each project

Interested residents get together and form group to implement an activity. For example, animal husbandry is carried out by a group of several participants within the village (village level activity), but on the other hand, activities related to public facilities shared by several villages like school require membership from those villages (zone level activity). In particular, the group for maintenance of rehabilitated road by quick impact project needs members from all the villages along the route (route level activity) because all of them share the benefit.

Sector

“Sector” plays an important role for community development by means of administrative instructions on registration of organizations, mediation of conflict among residents, etc. Sectors will be most closely involved in this Community Development Plan among the administrative service providers. Sectors provide advice and guidance to the preparation of rules of the Community Development Committees composed of Dukis at their establishment. Registration of the committees to the territoire and province has been done with advice and guidance of Sectors. Moreover, the sector chief is to solve a problem which has not been solved within villages or communities. In a similar way, the sector chief is to provide necessary advice and guidance when an important matter requiring decision-making or a problem has emerged in the Development Plans. Staff members of a Sector other than its chief will provide advice and guidance to daily activities of villagers’ organizations of each

project.

Other administrative agencies

DVDA and CLER will provide technical advice and guidance on roads including their maintenance methods and the Ministry of Health will do the same on health-related matters.

NGO

As for NGOs which are currently active in Kimpese sector such as CRAFOD and Agrisud, cooraboration, instruction, and supports on each project from them will be provided as appropriate.

(b) Implementation system

As mentioned in the previous section, the implementation system shown in figure 7.5 has been established so that villagers and villagers’ organizations can sustainably continue their activities. They will be continuously provided controls and advice on activities from sector, DVDA, and CCSO.

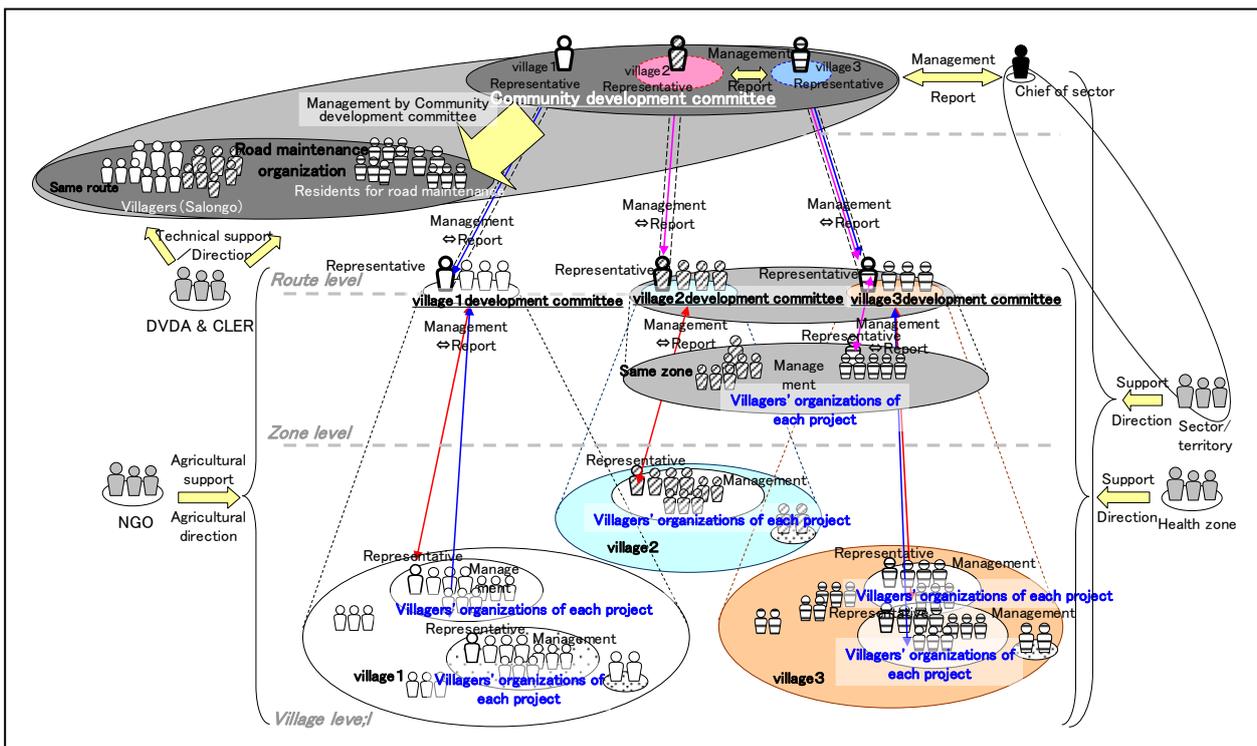


Figure 7.5 Conceptual system of sustainable community development

The major actors relevant to the Community Development Plans are classified as follows:

- ✓ Residents of the target communities
- ✓ Villagers’ organizations: Community Development Committees, Village Development Committees and villagers’ organizations of each project
- ✓ The Administration: The Sector chiefs, employees of Sectors, DVDA, CLER and the Ministry of Health