

## **LB Strategic Plan (2020-2025)**

### **Introduction**

This plan is the product of a comprehensive analysis of Leja Bulela, Inc.(LB) in light of the changing patterns and emerging trends in social, political, and economic arenas in Kasai, Democratic Republic of Congo. As part of this analysis, the LB Planning Team Members (LBPTM) and Board of Directors (BoD) examined potential opportunities to advance LB’s mission over the next 5 years, as well as opportunities to enhance that ability. The LBPTM and BoD also identified LB’s internal strengths and weaknesses and assessed the current initiatives that will help the organization meet future challenges.

After completing the analysis, the LBPTM and BoD developed strategic goals, objectives, and actionable strategies to leverage the opportunities and exploit LB’s strengths, and shore up the weaknesses. The LBPTM and BoD will invite feedback from LB members before sharing the plan with the General Assembly and actioning the strategic plan.

### **Leja Bulela Mission**

**Current Mission:** Secure justice, fair treatment and economic development for the Luba Kasai of the Democratic Republic of the Congo (DRC).

**Proposed Mission #1:** Galvanize members and friends of the Congolese Diaspora to show that we care through funding and developing projects that have a measurable impact on individuals in the Kasai Province and throughout the Democratic Republic of the Congo (DRC).

**Proposed Mission #2:** Contribute to the economic and social development as well as advocacy of people in the Tshibombo Tshimuangi and Kasai Provinces in the Democratic Republic of Congo (DRC).

### **Leja Bulela Vision**

**Proposed Vision #1:** To engage the Congolese Diaspora and the friends of Leja Bulela to coordinate and execute service projects in Tshibombo Tshimuangi and Kasai Provinces that offer a brighter future by focusing on alleviating suffering, fostering economic, social, and cultural development, and supporting a vibrant civil society.

**Proposed Vision #2:** Make Tshibombo Tshimuangi a “city upon a hill” so that Leja Bulela’s example of showing that we care becomes a model for development initiatives throughout the Congo.

### **Leja Bulela Values/Guiding Principles**

**Can-do Mindset/Flexibility:** We embrace new challenges in changing conditions to find solutions.

**Excellence & Achievement:** We are committed to an enduring legacy of excellence and continually improving our performance.

**Collaboration & Partnership:** We believe we are stronger by partnering with other state and national organizations and welcome the perspective and insights of all who take an interest in or are affected by the services we deliver in the DRC.

**Clear & Balanced Decision Making:** We consider the best available options resulting from a thorough analysis of information when making decisions, while considering the importance of other factors.

**Communication:** We are committed to clear and open communications and encourage the healthy exchange of ideas and information. We believe that Leja Bulela members are better equipped to support the mission when they have the information they need.

**Accountability & Integrity:** We accept responsibility for our actions as individuals and as an organization. We are dependable and seek to act as good stewards of the resources provided by members, donors and supporters.

**Valuing LB Members:** We are dedicated to creating and sustaining a diverse positive organization, valuing all members, and instilling in them a sense of true belonging.

**Other Values:**

1. Transparency
2. Accountability
3. Integrity and Credibility
4. Leadership and Team Building
5. Equality
6. Dedication

## Organization Structure

LB is comprised of three bodies: The General Assembly, the Executive Committee, and the Board of Directors.

**The General Assembly** is comprised of dues paying members and convenes on a yearly basis at the Leja Bulela Annual Conference. General Assembly functions, which are enumerated in the Leja Bulela Bylaws, include:

- Electing members of the Executive Committee and Board of Directors
- Ratifying and amending Leja Bulela bylaws
- Approving the Leja Bulela program and budget

**The Executive Committee** is comprised of an Executive Director, Secretary, Treasurer, and their respective Deputies, and a Webmaster, and is charged with the day to day management of the organization.

**The Board of Directors** is comprised of dedicated individuals, nominated and elected by the General Assembly. The Board of Directors functions are enumerated in the Leja Bulela Bylaws and include:

- Providing practical advice to the Executive Committee
- Auditing Executive Committee actions
- Following up on decisions taken by the General Assembly
- Assisting the Executive Committee in seeking funding for projects

## Strategic Goals

The strategic goals focus on themes that the Leja Bulela General Assembly identified as essential to the organization's success over the next 5 years:

1. **Promote economic and social development in Kasai**
2. **Make KMHC a model self-sustaining and self-sufficient health center**
3. **Advocate for human rights and civil rights in the Congo and Congolese Diaspora**
4. **Get LB members excited about and motivated to fundraise**
5. **Strengthen U.S public outreach**
6. **Expand and build partnerships and coalitions**
7. **Teach the American public about the history and culture of the Luba people**
8. **Greater transparency and accountability regarding LB functions and KMHC ownership status**

These goals will help to ensure that LB is as strong and effective as possible in the years ahead. By improving each of these areas, Leja Bulela will also enhance its credibility with stakeholders and the general public.

### Goal 1: Promote economic and social development in Kasai

#### BACKGROUND

By economic development, LB means achieving sustainable economic growth that will create conditions that allow people to have quality jobs, which in turn will stimulate the economy while not harming the environment. This includes increased access to financial services, and job opportunities that lead to general improvements in living standards.

According to the World Bank, social development focuses on the need to put people "first" in development processes. Further, poverty is more than low income-it is also about the owner ability, exclusion, and accountable institutions, powerlessness, and exposure to violence. Social development promotes social inclusion of the poor and vulnerable by empowering people, building cohesive and resilient societies, and making institutions accessible and accountable to citizens.

#### Objectives & Actionable Strategies

**Objective 1.1: Create opportunities that allow people to have quality jobs that stimulate the economy**

##### Actionable Strategies:

1. **Create a Micro-finance Agricultural Project:** Identify and secure a field to grow corn and other agricultural products. Encourage the population to raise poultry, goats, rabbits and other animals. Engage villagers to grow crops or raise livestock through a micro-finance initiative.
  - a. Consider inviting a veterinarian to KMHC on a biweekly basis to engage the community on best practices for the well-being of livestock.
2. **Create a Sewing Workshop:** Establish a sewing workshop where individuals can learn the sewing trade and establish a business selling clothing in the market. Start with 5 -10 machines(Singer sewing machines cost ~\$100 -\$300) Workshop participants can sell clothes in the market and patrons can

purchase tailor made linens. A portion of sale proceeds can be used to compensate the learners and another portion can be reinvested to grow the workshop.

**Objective 1.2: Promote social inclusion of the poor and vulnerable by empowering people**

**Actionable Strategies:**

1. **Sponsor Medical School Scholarships:** Sponsor one medical student per year (ideally from the Tshibombo community) at the university of Mbuji Mayi (Tuition ~\$1000/year for the last four years of medical school). Upon graduation the recipient of the scholarship would commit to work for two years in Tshibombo.
2. **Establish a Library:** Establish and develop a library accessible to the members of the Tshibombo community and beyond for the development of young people and children. Replicate the borrow and return structure of successful libraries in Africa and abroad. Offer computers (5-10) with internet service so library patrons have free access to online literature, news, books, and other learning platforms.
3. **Stimulate Community Garden:** Encourage cultivation of vegetable gardens in schools and in the community. Students can learn principles of botany, zoology, biology, and environmental studies. The community gardens can also serve as a source of a balanced meal for students.
4. **Expanding the Water Project:** Engage the Tshibombo community in conversations about how to effectively expand our water project, whether through the addition of another water cistern or the construction of a well.

**Goal 2: Make KMHC a model self-sustaining and self-sufficient health center**

**BACKGROUND**

LB members provide for KMHC clinic salaries through membership dues. Ad hoc LB fundraising initiatives cover the cost of maintaining KMHC facilities and cover the cost of essential projects such as solar panels for electricity and water cisterns for potable water. This is not a sustainable strategy.

**Objectives & Actionable Strategies**

**Objective 2.1:** Conduct a strategic assessment of the clinic with an eye towards managing increased patient intake without sacrificing impact

**Actionable Strategies:**

1. **Understand scope of services needed.** Leverage and compile historical and current surveys by local universities in Mbuji Mayi of the Tshibombo Tshimaungi and surrounding population to understand the full scope of services needed.
2. **Create a benchmark for Medical Services.** Establish and document a benchmark for affordable and accessible medical services.

**Objective 2.2:** Embark on a five-year plan to become a model clinic for self-sufficient healthcare

**Actionable Strategies:**

1. **Partner with Self sufficient Health Center Builders..** Confer or partner with organizations that establish self-sustaining or self-sufficient healthcare facilities in rural locales.

2. **Develop a five year plan.** Based on input and best practices from experts, develop a five-year plan to move the KMHC to a self-sufficient model.
3. **Establish best practices documents.** Establish a model health center best practices document for Kasai health care providers based on the KMHC five-year plan.

### Goal 3: Advocate for the respect of Human and Civil Rights in the Congo

#### BACKGROUND

LB was established in response to the forced displacement of hundreds of thousands of Kasaians in the Democratic Republic of the Congo. As we reach the 25th year anniversary of this event, we recognize the importance of moving as a community towards remembrance, healing, and reconciliation.

LB also recognizes we must use our platform to denounce any human and civil rights abuses of Kasains today. With LB members in every major city and state in the U.S., LB is well poised to engage in advocacy and bring awareness to human and civil rights abuses in the Congo.

#### Objectives & Actionable Strategies

**Objective 3.1: Establish clear advocacy parameters and increase LB's visibility as a human rights organization by joining local and international organizations in joint letter writing campaigns**

##### Actionable Strategies:

1. Develop a checklist for advocacy letters that leverages best practices from model organizations as well as lessons learned from prior LB letter campaigns
2. Prepare a list of Congolese and international organizations and associated contacts

**Objective 3.2: Leverage and compile surveys and testimonials from universities and non-profit organizations to document the experience of individuals who were internally displaced in a way that promotes healing and provides transitional justice**

##### Actionable Strategies:

1. Create a bibliography of available surveys and publications (*See* Objective 2.1, Actionable Strategy 1)
2. Identify any potential gaps (i.e., additional surveys that LB may want to commission in partnership with other entities) and explore opportunities for documenting the experience of internally displaced persons
3. Create a bibliography of historical efforts to promote healing and provide justice to affected individuals
4. Identify any potential gaps (i.e., additional efforts to promote healing or transitional justice that LB may want to develop in partnership with other entities) and explore opportunities to execute

### Goal 4: Get LB members motivated about and exited to fundraise

#### BACKGROUND

LB members recognize the importance of a fundraising to advance the organization's mission and vision. Historically, they have not been equipped with the information to fundraise. As the organization celebrates its 25th anniversary, we recognize the importance of having a fundraising strategy that reflects LB's age.

### **Objectives & Actionable Strategies**

**Objective 4.1:** Equip LB members with the information necessary to inspire them to tell the LB story to their network.

#### **Actionable Strategies:**

1. Commission storytellers, photographers, and cartoonists to tell the story of KMHC patients and staff in a way that captures the impact that KMHC and LB have had on their lives.
2. Incorporate these stories into the annual report along with fundraising metrics to inform and encourage member fundraising.

**Goal 5: Strengthen U.S. Public Outreach:** Conduct outreach and education to increase the exchange with the public and stakeholders to enhance their understanding, acceptance, and support of LB mission while taking into account their input and feedback into the plans and actions that the Organization pursues.

### **BACKGROUND**

LB has long recognized the need to educate members of the public and raise their awareness of LB. LB's long-term goal is to influence the public's behavior to act responsibly and to better understand the importance and rationale of the LB response to the security of our people in DRC.

In meeting this goal, LB will apply lessons learned from past 24 years. As a volunteering organization, in our communication efforts, we will ensure that we reach out to all of our stakeholders and nonmembers of goodwill.

To support these initiatives, LB seeks to incorporate new, web-based communication tools into its outreach and education activities. Additionally, LB will train its members who routinely communicate with the public and stakeholders—to convey carefully crafted, easily understandable, and consistent messages.

### **Objectives & Actionable Strategies**

**Objective 5.1:** Expand proactive outreach and the systematic engagement of stakeholders and LB members in decision-making and consensus-building assembly/ meetings in an effort to increase members understanding, acceptance, and support of LB activities and leadership efforts.

#### **Actionable Strategies:**

1. Increase the availability and accessibility of information on LB activities of significance in a variety of venues, including social media sites.
2. Identify members of Congress and elected officials to expand outreach efforts.
3. Strengthen NGO engagement and early involvement in LB's mission related activities.

**Objective 5.2:** Encourage and train LB leaders and members to participate in LB activities through formal volunteer programs and expanded use of NGO training where available.

**Actionable Strategies:**

1. Educate LB members on the social science principles that can be incorporated into outreach efforts to influence nonmember's behavior to become active supporters of LB activities.
2. Work with NGO's to build on existing or establish formal volunteer programs which would provide training and mechanisms for reporting findings.

**Objective 5.3:** Develop and implement a local, national, and multi-year public awareness campaign about LB activities in an effort to increase the likelihood that Non-members would be attracted to the mission of LB.

**Actionable Strategies:**

1. Develop clear and precise message that all LB members can use to educate and raise the public's general awareness of LB activities and its mission.
2. Expand the use of the latest social media communication tools, technology, and strategies in the Web to engage the public and our members.
3. Establish an effective mechanism to listen, hear, and take into account the concerns of members and non-members.
4. Build LB Leadership capacity to have a strong situational awareness to effectively engage members and nonmembers in action plans and communications.
5. Provide tools and messages to encourage LB members to share LB developments with their personal networks.
6. Explore ways to build on emerging "green" education efforts in the school

**Goal 6: Expand and build partnerships and coalitions with LB's members and non-members, local, national and international partners in carrying out the LB mission.**

**BACKGROUND**

LB cannot accomplish its mission by acting alone. The program relies on a strong collaborative partnership with numerous National, State, academic, and foreign entities to develop and implement sound health care and a reference clinic. LB will work to establish an unprecedented level of communication and coordination with its cooperators.

Expanded and enhanced partnerships with other health care entities and academia would create new opportunities for information sharing and coordinated LB activities. Collaboration and cooperation, based on well-established partnerships between "Provinces" officials, academia, and LB remains the catalyst for continued success of our mission.

**Objectives & Actionable Strategies**

**Objective 6.1:** Continue to build LB's relationship with the local Ministry of Health to address issues of mutual interest and concern related to our shared mission responsibilities.

**Actionable Strategies:**

1. Evaluate the effectiveness of the current mechanisms designed to strengthen the LB-Other LB partner

2. Enhance LB's capacity to conduct its mission to support LB activities.
3. Re-evaluate and explore ways to strengthen LB activities and work with other partners to refine and utilize available enforcement tools.

**Objective 6.2:** Expand and strengthen the network and activities with members and non-member local, State, national, and non-governmental organizations (NGO) and international partners through enhanced communication and collaboration.

**Actionable Strategies:**

1. Encourage sharing of information networks at all levels of the organization, including the messages being shared with external partners.
2. Collaborate with experts to develop a communication package and tools for BOD to build partnerships with NGOs and establish goals for BOD to make contact with NGO's and others to build coalitions within their jurisdiction.
3. Identify opportunities and explore ways to partner with local agencies to leverage knowledge and expertise to address similar challenges each program faces, e.g., emergency response mechanisms.
4. Seek out opportunities to engage other partners in addressing local health problems.

**Objective 6.3:** Enhance communications with other communities and LB members.

**Actionable Strategies:**

1. Work with partners concerned with health issues to establish a prioritized list of priorities to include in a 7-year program
2. Work with the health community either directly or indirectly through the local BOD in Mbujimayi
3. Stakeholders impacted by health services offered at the clinic.

**Goal 7: Teaching the American public about the history and culture of the Luba people.**

**Objectives & Actionable Strategies**

**Objective 7.1:** Establish a framework to educate the American public about Luba history

**Actionable Strategies:**

1. Form a partnership with various religious missionary organizations to assist LB in educating the missionary organizations throughout the United States on the culture and history of the Luba people.
2. Install a division of LB comprised of individuals who have served as Missionaries, Peace Corps volunteers in Congo to assist LB with educating the American community about the culture and history of the Luba people.

**Objective 7.2:** Engage African-American by establishing their connection to the DRC as DRC descendants

**Actionable Strategies:**

1. Communicate directly to African American fraternities, sororities, organizations, Links, Boule, (create a list of various AA organizations, throughout the U.S., particularly in the host Conference city), then solicit the organizations to attend the conference, where fundraising opportunities with envelopes on the tables, as well as films, etc. on the history and culture of the Congo.
2. Herald Congolese music and its influence on global music and dance into the mainstream by holding education conferences at year-round college, university, freedom Center events to assist learning about the history and culture of the Luba people
3. Engage the American public directly by inviting them to be active in Leja Bulela.

**Goal 8: Greater transparency and accountability regarding LB functions and KMHC ownership status**

**Objectives & Actionable Strategies**

**Objective 8.1:** Document our legal operating status in the DRC and land ownership to ensure that local and national authorities recognize and rubber stamp our activities.

**Actionable Strategies:**

1. Compile all relevant documentation concerning LB's land ownership and legal status in the DRC in a centrally accessible online database
2. Review such documentation with a local Congolese lawyer to ensure compliance with all local DRC laws

**Objective 8.2:** Establish better systems to inform the General Assembly of LB's day to day operations.

**Actionable Strategies:**

1. Research and invest in resources that will enable LB to tell the story of clinic staff and patients
2. Identify our desired cadence (weekly, biweekly, monthly) for communicating to members/newsletter subscribers