Congo Initiative 2017-2020 Strategy

October 2017

Vision: Congo Initiative exists to train and develop strong indigenous Christian leaders to transform their communities and their nation of the Democratic Republic of Congo.

Mission: To model, nurture, and shape an authentic redemptive community of Christ followers whose calling is to transform the society in the Democratic Republic of Congo.

Three-year Goal: By September 2020, Congo Initiative will develop 1500 transformational leaders who embody sacrificial service for the common good, creative change-making, vocational excellence and Christian hope.¹

I. Global Strategy

In view of our vision and mission, we have articulated our organizational strategy through the following statements:

Problem Statement: A significant factor behind Congo’s inability to flourish is failed leadership. The dearth of visionary leaders contributes to a failing state and compromised civil society, legal system, churches, economy, natural resource management, and education system.

Strategy of Change: Leaders nurtured by transformational community catalyze renewal for a flourishing Congo.

Transformational community is a Spirit-filled multicultural, multigenerational, gender equal, group of Christ-followers in formation: the “New We.”²

A transformational leader is an agent of change who identifies, owns and responds to challenges that require sacrificial service, vocational excellence, creativity, and redemptive community to transform.

Transformation is a deliberate process of renewing people and systems, rooted in Christian hope, resulting in justice, ethical practice, excellence, and redemptive community.

Target Population: People at all levels of formation who are being equipped to lead transformation in Congo.

Global Outcome: By September 2020, the population of eastern Congo experiences greater flourishing due to the impact of Christian community, excellent education, restored families, and improved governance and economic development through the service of transformational leaders.

CI engages in four key interconnected sectors. We define a sector as a targeted domain of intervention where CI’s projects, programs and institutions demonstrate transformational impact. These

¹ See three year goals in each sector to find break down of 1500 overall goal.
² Term widely used by Chris Rice and Emmanuel Katongole to describe reconciled Christian community.
sectors are: education, renewing Christian vocation (in diverse fields), holistic family development, governance and economic development. As the graphic below depicts, CI’s core catalyst of change – a transformational community developing transformed leaders through spiritual formation and the arts – is at the heart of all we do.

II. 2017-2020 Strategy

CI will implement its theory of change to achieve the three-year goal through niche interventions in each key sector. Over the course of the 2017-2020 fiscal years, Congo Initiative will implement the following strategies to achieve the stated outcomes.

Transformational Community

Problems: Separation, division, structural brokenness; absence of model communities that produce the condition of possibility for forming transformational leaders; lack of creative imagination for a different future.
Target Population: CI community members, donors and beneficiaries; transformational leaders.

Niche Interventions: All CI programs implemented with a focus on becoming the New We. Local and international partnership development initiatives. Focus on creating arts and generating ideas that challenge paradigms and bring hope. Spiritual formation opportunities.

Core Outcomes:

1. By 2020, 1,000 transformed leaders (2/3 of all leaders developed at CI) self-report positive impact of transformational community in their formation.
2. By 2020, CI community members report an increased sense of inclusion in the organization.
3. By 2020, all CI leadership teams represent diverse origins.
4. By 2020, all CI leadership teams are at least 30% female.
5. By 2020, all CI leadership teams include members from at least two different generations.
6. By 2020, all CI staff are committed to a spiritual formation program based on a theology of redemptive community.
7. By 2020, creative arts projects are piloted across organization as vehicle for nurturing a new imagination for transformation.

**Education Sector**

Problems: Lack of integration between theory and practice; absence of critical thinkers; existing models of education produce elitist and irrelevant academics not equipped to function in a globalized world; lack of equal access to quality education.

Target Population: Rising and established leaders at CI, UCBC Faculty, UCBC staff, UCBC students, ABC staff, ABC students, local and regional educational institutions.


Three Year Goal: By September 2020, Education Sector programs will develop 450 transformational leaders, among staff and graduates, who embody sacrificial service for the common good, creative change-making, vocational excellence and Christian hope.

Sector Outcomes:

1. By 2020, educational program staff and beneficiaries embody transformational community.
2. By 2020, a new generation of transformational leaders demonstrate solid academic knowledge, domain-based expertise, an innovative spirit, servant leadership character, critical thinking and solution-oriented skills.
3. By 2020, 400 students who complete programs at UCBC and ABC are efficient bilingual agents in their professional, academic and/or research activities as they lead change in their communities and interact with peers in the global world.
4. By 2020, research produced by UCBC integrates community-based knowledge with cutting edge academic knowledge to deepen understanding and present solutions to real world challenges in Congolese context.
5. By 2020, physical and technological infrastructure meets or exceeds regional (East African) standards of excellence and sustainability and operates with adequate capacity to support educational programs.

6. By 2020, 25 local/regional education institutions demonstrate that they have made changes in some aspect of their pedagogy, curriculum, or assessment as a result of interaction with CI educational institutions.

Renewing Christian Vocation Sector

Problems: Separation of spiritual affairs from world realities in Congolese understanding of Christian mission; division within and between Christian churches in Congo; endemic corruption, impunity and lack of integrity in Congolese society; lack of fully realized vision for Christian vocation in the church.

Target Population: Christians in any profession or vocation, especially in the justice system, churches, and the arts; young people considering the possibility, meaning, and purpose of Christian vocation.

Niche Interventions: Holistically developing professionals, public servants, lawyers and others by grounding them ethnically and spiritually for their work. Interdenominational network and leadership development opportunities for church leaders and professionals.

Three Year Goal: By September 2020, Renewing Christian Vocation Sector programs will develop 500 transformational leaders who embody sacrificial service for the common good, creative change-making, vocational excellence and Christian hope.

Sector Outcomes:

1. By 2020, renewing Christian vocation program staff and beneficiaries embody transformational community.
2. By 2020, 500 church leaders and Christian professionals report being inspired to integrate their faith, work, and vision for transformation in practice.
3. By 2020, law professionals in North Kivu and Ituri provinces demonstrate competence and commitment to rule of law, good governance and ethical practice.

Holistic Family Development Sector

Problems: Violence caused by lack of justice; broken relationships for individuals, families and communities; cultural norms enabling low view and mistreatment of women; unequal access to support and advocacy services.

Target Population: Men, women, youth and children affected by violent conflict in society and families in Beni territory; La Charité staff, students and parents.

Niche Interventions: Building capacity of direct care givers and community leaders in trauma healing and counseling. Providing access to robust advocacy and services for marginalized people.
Three Year Goal: By September 2020, Holistic Family Development Sector programs will develop 300 transformational leaders, of all generations, who embody sacrificial service for the common good, creative change-making, vocational excellence and Christian hope.

Sector Outcomes:

1. By 2020, Holistic Family Development program staff and beneficiaries embody transformational community.
2. By 2020, the Beni community (children, adults, families) have access to higher quality counseling and trauma interventions from competent mental health professionals and pastoral caregivers.
3. By 2020, vulnerable and marginalized populations in Beni territory experience measurable and substantially increased access to psychosocial support and trauma recovery services so they are able to constructively participate in and contribute to society.

Governance and Economic Development Sector

Problems: Ineffective process for implementation of the law; misinformation and confusion about law; corruption, impunity and lack of integrity in Congolese society; lack of skilled civil servants; toxic business climate; predatory and complex taxation and regulatory structures, both formal and informal; extreme poverty; lack of capacity to begin and grow sustainable businesses; lack of access to mentors and capital; lack of imagination in private sector; lack of integration between Christian values and business practices.

Target Population: DRC policy makers; DRC land and taxation administrators; landowners; squatters; Businesspeople needing mentoring and investment and knowledge about markets; business community facing endemic corruption and unclear tax structures; all of CI's personnel and beneficiaries; unemployed individuals; individuals experiencing market gaps in Beni territory; investors and donors.

Niche Interventions: Facilitating civil society advocacy and organization for more just, transparent business governance practices for business people at every scale. Developing and deploying technology to improve governance, environmental sustainability, and land conflict prevention. Providing economic mentoring, legal support, capital, and ethical formation for entrepreneurs with viable existing businesses in eastern Congo. Generating enduring local revenue streams to support CI's continued impact through returns on equity investments in these businesses.

Three Year Goal: By September 2020, Governance and Economic Development Sector programs will develop 250 transformational leaders who embody sacrificial service for the common good, creative change-making, vocational excellence and Christian hope.

Sector Outcomes:

1. By 2020, governance and economic development program staff and beneficiaries embody transformational community.
2. By 2020, land governance interventions expand to engage property taxation agencies and private sector leaders.
3. By 2020, land tenure security is more effective and land administration is more transparent through the implementation of a land information system in target zones of North Kivu, South-Kivu and Ituri provinces.

4. By 2020, Land administration users report that land use planning, urban planning and rural land development have improved in post conflict areas of North Kivu, South-Kivu and Ituri provinces.

5. By 2020, a business association is established that reflects and supports issues facing business people and provides mentoring for new business start-ups.

6. By 2020, 20 entrepreneurs engaged by CI possess sustainable middle class incomes, live out a vision of transformation, and provide significant social benefit to the community.

7. By 2020, agribusiness actors have access to accurate and current market and value chain data.

8. By 2020, CI receives 5% of its income from management of CI assets and businesses accelerated by CI.

III. 2017-2020 Implementation Plans

See Implementation Plans for each CI program, including outcomes, objectives and activities.