



# Strategic Action Plan

Kolektif Rivier Nwar (KRN)

2015 - 2017

## TABLE OF CONTENTS

History of Black River	11
Black River during years of exclusion and stigmatisation	13
What is social exclusion?	15
Why the Kolektif Rivier Nwar?	16
KRN's Strategic Action Plan	17
Monitoring and Evaluation	26
Example : “Misik Dan Lapo”	27
Our partners	28
Call for participation	30





## MESSAGE

# KOLEKTIF RIVIER NWAR

The Kolektif Rivier Nwar regroups NGOs and other local groups in the area of Grande Rivière Noire, La Preneuse and Petite Rivière Noire. The Kolektif is supported in its convictions by its economic partners, and searches with them how to help without creating dependency. They support it financially.

This region contains pockets of extreme poverty, that this Kolektif meets, and these social agents become local partners, with whom dialog is authentic and respectful. It is the heart that listens and talks. For two years now, the community takes the time to meet regularly.

**Together** we have understood the wishes and dreams of each other.

**Together** we have reflected on the road to take .

**Together** we have searched for values essential to bring us in the direction of peace and justice.

**Together** we have defined these values: listening, respecting others, solidarity, integrity, determination and motivation.

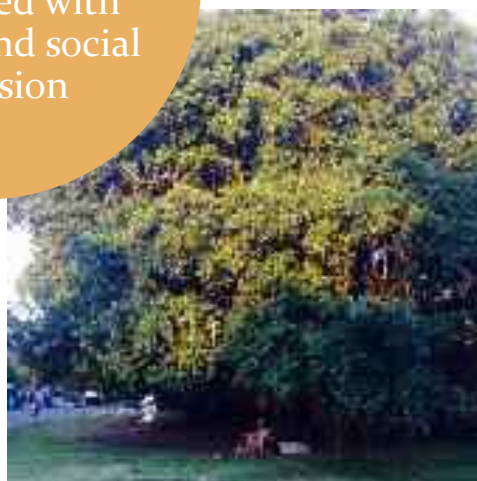
With NPCC experts, we have written a strategic plan that shows us the way ahead. The whole community has decided to follow it **TOGETHER**, and is convinced that each one will find in it his/her dignity, and will grow with it.

**Geneviève Tyack**

*President of Kolektif Rivier Nwar*



The KRN  
can be a platform  
for all those  
concerned with  
poverty and social  
exclusion





## MESSAGE

# UNITED NATIONS DEVELOPMENT PROGRAMME (UNDP)

Under the pillar 2 of the UNDP Country Programme 2013-2016, the programme was devised to support the setting up of Kolektif Rivier Nwar (KRN) from the start with a view to promote social inclusion and empowerment. As institutions and individuals joined forces in Black River, KRN needed a roadmap to develop priorities into themes, activities, and eventually projects leading to concrete results for the benefits of the local communities. The formulation of the KRN Strategic Plan (2015-2017) represents a very inspiring example of the participative and inclusive approach to development which is promoted by UNDP.

The KRN can be a platform for all concerned with poverty and social exclusion, who are invited to participate, as volunteers or contributors of resources or ideas as well as for other stakeholders with similar objectives. You have a place in implementing the Plan if you want it. In this regard, the KRN Strategic Plan is also a vibrant call for action!

**Simon Springett**

*UN Resident Coordinator and UNDP Resident Representative*



*ENL Foundation acts as a catalyst based on its expertise and long experience in the field of community development.*



## MESSAGE

## ENL FOUNDATION

ENL Foundation is among the major founders that initiated the setting up of the Kolektif Rivier Nwar (KRN) and continues to encourage and support its sustainable implementation in the region. The objective is foremost to invite local stakeholders and social actors to join forces and work in a structured and operational network with a common strategy.

Beyond its role as funder, ENL Foundation acts as a catalyst based on its expertise and long experience in the field of community development.

I am personally convinced that, without the intention to substitute itself to the role of the local NGOs, and even less, to the role and responsibility of the Government and authorities, in their fight against poverty in the region, the Kolektif Rivier Nwar will soon be the reference in the field of community development and social inclusion in the Black River region.

**Mario Radegonde**

*Head of CSR*

*ENL Foundation*



*Since its inception, the NPCCC has supported Integrated Community Development projects, as they help to improve the life of their beneficiaries.*





## MESSAGE

# NATIONAL PRODUCTIVITY AND COMPETITIVENESS COUNCIL (NPCC)

The National Productivity and Competitiveness Council (NPCC) is pleased to be associated with Kolektif Rivier Nwar (KRN) for this laudable initiative to promote community empowerment and inclusive growth. Since its inception, the NPCC has supported Integrated Community Development projects, as they help to improve the life of their beneficiaries, create development opportunities through the productive integration and development of the individual while focusing on building social capital and promoting Corporate Social Responsibility.

Through our partnership with KRN, whereby the team of NPCC facilitated the process of formulation of KRN's strategic plan, the NPCC reiterates its endeavour to promote community development and empowerment.

We wish KRN all the best in the implementation of this strategic plan, which will be instrumental to guide it to take targeted and measurable action toward its vision of bringing Grande Rivière and Petite Rivière Communities to stand on their own feet to continuously improve their life.

**Dev Appalswamy**  
*Officer in Charge*  
NPCC



## ACRONYMS

**CSR** Corporate Social Responsibility

**ENL** Espitalier Noel Limited

**GRN** Grande Rivière Noire

**KRN** Kolektif Rivier Nwar

**NPCC** National Productivity and Competitiveness Council

**NSA** Non State Actor Unit

**PNUD** Programme des Nation-Unies pour le Développement

**PRN** Petite Rivière Noire

**RDI** Regional Development Index

**UNDP** United Nations Development Programme

**VCA** Village Council Authorities

A large, leafy tree with a thick trunk and dense green foliage dominates the foreground. The tree's branches spread across the top and right sides of the frame. In the background, a white boat is beached on a grassy bank, partially obscured by the tree's branches. The boat has some text on its side, which is partially legible as "M...". The water is a calm, light blue color. The sky is a clear, pale blue. The overall scene is peaceful and scenic.

# HISTORY OF BLACK RIVER

## Black River

The Black River district is the longest district of the Republic of Mauritius extending over an area of approximately 259 square kilometre with a population estimated to 79,247 as at end of 2012. It is the third longest district of the island located on the western coast of Mauritius

*Few historians have documented the history of Black River. However, the popular historian Benjamin Moutou (2002) has drawn an historical overview of the district. According to him, in around 1601, the first Dutch travellers landed in Le Morne Peninsula on the south-western end of the district. From thence onward, the district has been closely associated with the Dutch .*



# BLACK RIVER DURING THE YEARS OF EXCLUSION AND STIGMATISATION

Black River and especially the south-western part of the district has always been marginalised and ostracised as expounded in anthropological and historical studies. Southwest Black River, during the colonial period, was portrayed as being the land of predilection for the maroon slaves and after the abolition of slavery and until the end of the 20th Century, it was commonly perceived as being inhabited essentially by Mauritians of Afro-Malagasy origins. These perceptions have been the underpinnings for the stigmatisation of the region as being the 'back country' populated by people that are negatively stereotyped by others because of their presumed slave or maroon ancestry.

These years of stigmatisation have negatively impacted on the local, social, economic and cultural development of south Black River that, subsequently, led to its exclusion and marginalisation by the colonial and postcolonial society.

Even if, since the beginning of the 21st Century, Grande Rivière Noire has experienced burgeoning developments with the inward migration of the foreigners and the development of Integrated Resort Schemes and other luxurious gated residences, only part of the local population is benefiting from the positive socioeconomic returns and opportunities of these developments while others are being further victimised and marginalised. The same applies to the village of Petite Rivière Noire which is located at the south end of Grande Rivière Noire when travelling towards Le Morne.

The local population continues to be excluded. The infrastructural landscape and spatial organisation are visual markers of this exclusion with the luxurious residences adjacent to the low cost houses that are enclaved between the dwellings of the higher and middle classes.

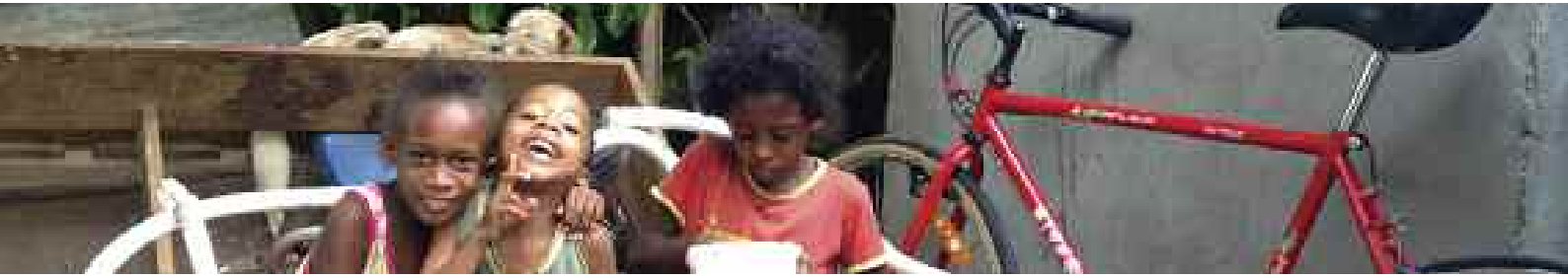


*There is a “ghettoisation effect” with the impoverished villagers being clustered in localities labelled as “pockets of poverty”. These pockets of poverty are: Cité EDC Grande Rivière Noire, Village Le Tamarinier, Camp Robinet, Carré d’As, Petite Rivière Noire and other neighbourhoods where people live in relative poverty and some even in absolute poverty. More than half of the villagers earn less than 6,200 rupees as monthly income.*

### **WHAT IS MEANT BY "POCKETS OF POVERTY"?**

*This term “pocket of poverty” is a recent concept dating back to the 20th Century that designates neighbourhoods where there is acute poverty and where people live below the poverty line of 6,200 rupees cluster set by the Ministry of Integration and Social Security. These poor neighbourhoods face more social, economic and cultural challenges compared to the others which result in more concentrated disadvantages. The families living in these “pockets of poverty” experience multiple forms of victimisations and of exclusion resulting from their socioeconomic ranking. They are trapped in the circle of poverty and exclusion.*





## WHAT IS MEANT BY "SOCIAL EXCLUSION"?



*Since exclusion is a process which is contextual, there is no universal and fixed definition of exclusion. It is a multidimensional social construction whose definition varies depending on the geopolitical, economic, social, historical and cultural context.*

For this social strategic plan, we have adopted a syncretism of the International Labour Organisation's and European Union's definitions of social exclusion as: *...un état de pauvreté qui empêche les individus, premièrement, d'accéder aux conditions de vie qui leur permettraient à la fois de satisfaire leurs besoins essentiels et de participer au développement de la société dans laquelle ils vivent. Deuxièmement, de pleinement participer ou contribuer à la société à cause du déni des droits politiques, civils, sociaux, économiques et culturels...*

(a state of poverty prohibiting people, firstly, from reaching living conditions that would allow them to satisfy basic needs and participate in the development of the society in which they live. Secondly, from participating or contributing to society because they are denied political, social, civil, economic and cultural rights...)



## WHY THE KOLEKTIF RIVIER NWAR?

Many non-governmental organisations have been set up to cater for the excluded, to provide them with the necessary assistance and guidance to help them improve their life and benefit from the opportunities offered for social mobility. Yet, in 21st Century Mauritius, the people of Petite Rivière Noire, Cité EDC Grande Rivière Noire, Camp Robinet, Village Le Tamarinier and the neighbouring villages, even if they are in the picture, constitute the ‘uncomfortable’ fringe of society that lack access to decent social, educational and health services, social protection and a great many material goods.

The Kolektif Rivier Nwar took the commitment to combat exclusion in the region of Grande Rivière Noire and Petite Rivière Noire. The non-governmental organisations, members of the association, committed themselves to converge and merge their forces to fight against this social plight and work together towards a common vision that the people of Grande Rivière Noire and Petite Rivière Noire can stand on their feet and continue improving their living conditions. Ultimately, the Kolektif is working towards a sustainable, inclusive and intelligent development of the local community that respects the human rights of all.

The Kolektif Rivier Nwar is one of the pillars that will drive this plan together with the social, economic and strategic partners and the community to ensure that, together, we can give to the children of today and of tomorrow a better future.

*“Exclusion is never the way forward on our shared paths to freedom and justice”*

**Desmond Tutu**



# KRN STRATEGIC ACTION PLAN

## METHOD USED

Strategic planning is a disciplined effort to produce fundamental common decisions and actions that shape what an organisation is, what it does, and why it does it. The participatory strategic planning approach also has the following advantages amongst others:

1. Planning processes and developments are based on real needs of the beneficiaries.
2. It fosters commitment, responsibility and accountability of all the stakeholders involved.
3. It nurtures trust and value-driven decisions are taken for the common good.

## STRATEGIC PLAN DEVELOPMENT PROCESS

Various consultative meetings facilitated by NPCC were organised with the executive committee, advisory committee and members of KRN to design the strategic plan.

## KRN VISION

GRN and PRN communities can stand on their own feet to continuously improve their life.

## KRN MISSION

Federate the social partners, optimize resources and create a synergy, a new strength in order to improve the quality of life of the inhabitants of GRN and PRN .

## OUR VALUES ARE :

- Respect
- Determination
- Listening
- Solidarity
- Integrity

Marie Michelle Hippolyte



## Knowledge, key to the future

**She has learned to love life through studies. And to share knowledge with the others. This biology teacher at Collège de St-Esprit of Rivière Noire has had tough years before finding the right recipe. Then came light.**

She has known misery in childhood, witnessed domestic violence, but always found the strength to hang on. With the support of her grand-mother Hilda, she finds comfort, faith and love. Her other escape was school. Diligent and sharp-eyed, she shows evident signs of academic capabilities, and passes CPE exams with four As. She also shines in college and passes her exams with mention.

She takes a job at the Mauritius Wild Life Foundation, where she has the opportunity to work on Jersey Island, between France and England. Through her meetings, she decides to pursue her studies. This is made possible by her boss, who funds her studies and travels in South Africa. Degree in hand, she takes a job at Collège St-Esprit of Rivière Noire in 2007. And, since good things never come alone, she finds another sponsor to fund her studies in PGCE.

This mother of two wants now to instill a culture of knowledge to her daughter, her son and the children of her region. Because education is the key to the future.

# STRATEGIC PLAN FRAMEWORK 2015-2017

## INTERVENTION PRIORITIES

- EDUCATION
- DECENT HOUSING, HEALTH, ACCESS TO FOOD AND EMPLOYMENT
- PARENT-CHILD RELATIONSHIP / PERSONAL DEVELOPMENT / YOUTH / ACCESS TO LEISURE
- HUMAN RIGHTS AND ADVOCACY



*Estelle Camoin*

## **Believing in one's dreams**

**This woman cuts to the chase. That is the strength of character that pushed her to study Law and Management at the University of Technology in Mauritius. This young resident of Cité EDC is a fighter. And believes in her dreams.**

From a family of three girls, Estelle always had a passion for books. In school, she was reserved and studious. "I devoted myself entirely to my studies in order for one day to help my family. I didn't want to be a maid and I knew that through studies I could reach my objectives."

After high school, she takes a job in real estate for a few months, then becomes unemployed. It is through her father that she meets the KRN team, who facilitate her getting a scholarship from SBM. New treasurer in the association Pépité d'Or, Estelle wants to share her experience and encourages her friends in the Cité to pursue their studies, to believe in themselves and give themselves the means to achieve. It is never too late.





## EDUCATION

### OBJECTIVE

*Provide an educational system (formal/informal) adapted to the needs of the inhabitants of Grande Rivière Noire and of Petite Rivière Noire*

**Bring all the children of GRN/PRN to sit at the CPE exams by 2017**

**Reach 50% success at CPE in Grande Rivière Noire and Petite Rivière Noire by 2017**

### ACTIVITIES

- In the short term support day care centers, and in the mid and long term build up their capacity.
- In the long run, build an early childhood center
- Academic support
- Homework help
- Parent support
- Library reading workshop
- IT Corner
- Schooling GRN and PRN children
- Transmit the value of education to 50 families in GRN and PRN
- School for parents
- Brainstorming on what kind of parent school we want

## **DECENT HOUSING, HEALTH, ACCESS TO FOOD AND EMPLOYMENT**

### **OBJECTIVES**

Promote the rights of inhabitants of Grande Rivière Noire and of Petite Rivière Noire with respect to decent housing, food, health and employment

Provide decent housing conditions to 165 families of Grande Rivière Noire and Petite Rivière Noire by the end of 2017

Mobilize annually 20 families of the region of Grande Rivière Noire and Petite Rivière Noire to improve their quality of life by 2017

### **ACTIVITIES**

- Master plan on social housing
- Develop awareness of inhabitants of GRN and PRN on their rights to decent housing
- Renovations of dwellings of Camp Robinet and Petite Rivière Noire
- Renovation of toilets and showers in PRN and GRN
- Census of Cité EDC GRN, Camp Robinet and PRN
- Enhancement of existing fences in Camp Robinet and Cité EDC GRN
- Securing homes in Cité EDC, GRN, Camp Robinet and Village du Tamarinier
- Campaign of awareness and education campaign on dog care
- Building a leisure space and a training center in GRN and PRN
- Medical follow up of families in Village du Tamarinier
- Make employable 50 inhabitants of Grande Rivière Noire and Petite Rivière Noire by 2017
- Strengthen capacity of L'Atelier Technique to make it into Atelier des métiers for out-of-school boys.
- Training programme for the youth in GRN and PRN
- Scholarships GRN et PRN

*Fransco Laboudeuse*

## The peaceful strength

**It is an unavoidable face in Rivière- Noire. The fishmonger of Cité EDC Fransco Laboudeuse, vice-president of Kolektif Rivier Nwar, is a social worker, very active in his village.**

He is a local boy and proud of it : “I was born here.” Raised by his grandmother, Fransco learned to take care of himself at a young age. Not at ease on school benches, he preferred to leave school after CPE. He was working at age 11. And it is at the wharf that he learned the ropes, with his grandfather, Guy Laboudeuse.

After years of experience in that business, Fransco thinks of going on his own. Times are tough, but he doesn't despair. Patiently, he devotes himself to his work and persevere. Ten years ago, he created his own company. Independent today, with more than 20 boats, he has reached his goal.

Involved in the social projects in his Cité, he works to improve the quality of life of the inhabitants. Fransco has also been village councillor since 2013. A function that he manages like a social action.



## PARENT-CHILD RELATIONSHIP/ PERSONAL DEVELOPMENT/ YOUTH / ACCESS TO LEISURE

### OBJECTIVE

Empower and mobilize the Grande Rivière Noire and Petite Rivière Noire for a change in mindset towards personal development and self-respect

Mobilize 50 families of Grande Rivière Noire and Petite Rivière Noire in personal development projects by the end of 2017, in order to strengthen family ties

Organize ten activities by 2017 in the region of Grande Rivière Noire and Petite Rivière Noire to strengthen community ties

Organize ten activities by 2017 to promote the artistic talents of the communities of Grande Rivière Noire and Petite Rivière Noire

### ACTIVITIES

- Strengthening the capacity of men and women of GRN men and women- Life skills management.
- Strengthening the capacity of the children of GRN and PRN through creativity sessions on selected themes.
- Empowerment programme for men and women.
- Psychological support to vulnerable families and groups in GRN.
- Substance abuse prevention.
- Support to future parents of GRN and PRN before and during pregnancy
- Women support.
- Sex education.
- Recreation day.
- Youth club Village du Tamarinier
- Evening and intercultural exchange in PRN
- VacActives
- Music Workshop
- Dance school





## HUMAN RIGHTS/ADVOCACY

### OBJECTIVE

Commit KRN to advocate to political, economic and social partners according to demands

### ACTIVITIES

- Advocacy on education
- Advocacy on social and historical injustices
- Advocacy for government and private land to be allocated to “dimoun miser”.

# MONITORING AND EVALUATION

## Monitoring mechanism

In order to facilitate the effective implementation and monitoring of this strategic plan, all the NGOs will be required to formulate their detailed Project Write-up with clear expected outputs and indicators. Quarterly reports will be prepared for activities carried out over each three-month period the above information, a Monitoring & Evaluation (M&E) Dashboard.

**The strategic plan will be monitored through the following: :**

### **Within the annual cycle**

On a quarterly basis, a (NGO) project review assessment shall record progress towards the completion of key results. Based on the above information, a Monitoring & Evaluation (M&E) Dashboard shall be submitted to the Programme Coordinating Officer.

### **Annual Project Review**

An annual project review shall be conducted during the fourth quarter of the year or soon thereafter, to assess the performance of the project. In the last year, this review will be a final assessment and shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to the outcome.



## EXAMPLE

### “MISIK DAN LAPO”

#### GOAL

Empower and mobilize the community of Grande Rivière Noire and Petite Rivière Noire for a change in mindset towards personal development and self-respect

#### OBJECTIVE

Organize ten activities by 2017 to promote artistic talents of the community of Grande Rivière Noire and Petite Rivière Noire

Under Strategic Objective « 3C. Organize ten activities by 2017 to promote artistic talents of the communities of Grande Rivière Noire and Petite Rivière Noire »

#### ACTIVITY

Atelier de musique

#### PARTNERS

Caritas Rivière Noire  
Maison de la Balise  
MT Foundation  
NEF  
KRN

#### VENUE

La Maison de la Balise

#### BENEFICIARIES PROFILE

7 to 20 year olds boys and girls

#### NUMBER OF BENEFICIARIES

40 – 50 youths

#### START PERIOD

June 2014

#### END PERIOD

December 2014

#### COST

Rs 667 667



## OUR PARTNERS

### CIVIL SOCIETY

- Fondation Espoir et Développement
- Leadership Empowerment Action for Development (LEAD)
- Institut Cardinal Jean Margéot
- Rotary Rivière Noire
- Lions Club
- Black River Dance Academy
- Black River Social Welfare Association
- Association des femmes entrepreneurs de la Preneuse
- Association Anba Pie
- Association Sainte Monique
- Atelier Technique Riviere Noire (ATRN)
- Caritas Riviere Noire
- Ecole Technicienne de Maison (ETM)
- Grande Riviere Noire Women Association
- Love Bridge
- Mouvement d'Aide a la Maternite (MAM)
- Pont du Tamarinier
- Reve et Espoir
- Ti Rayons Soleil
- Women Social Welfare Association
- Etinsel
- Pépité d'Or
- Willfly
- La Garderie Etoile
- Collège Saint Esprit

### MEDIA

- Radio One
- AcTogether
- L'Express
- MBC Radio

### GOVERNMENTAL INSTITUTIONS / MINISTRIES

- Decentralised Cooperation Programme (DCP)
- National Productivity and Competitiveness Council (NPCC)
- Black River District Council
- Ministry of Gender and Family Welfare and Children's right
- Ministry of Housing and Land
- Ministry of Social Security, NS & RI
- Black River Village Council
- Ministry of Social Integration & Economic Empowerment
- National Solidarity and Reform Institutions
- National Empowerment Foundation (NEF)
- Citizen Advice Bureau (CAB)
- National Coast Guard (NCG)
- Mauritius Police Force / Western Division and Black River Police Station



## FINANCIAL PARTNERS

- Currimjee Foundation
- Development Bank of Mauritius
- Dolswim Ltd
- Eden Rock
- Eradicators
- Green Save Led Ltd
- HOLCIM
- HSBC
- International Financial Services (IFS)
- Immobilier Conseil
- London Way
- Mauritius Telecom Foundation

- Nautical Miles Ltd
- Nuco Ltd
- Pâtisserie Pilot
- Pharmacie Nouvelle
- Pro Tuning
- State Insurance Company of Mauritius Foundation
- West Island Resort

## FOUNDING PARTNERS

- ENL Foundation
- La Balise Marina
- Non State Actor Unit (NSA Unit)
- United Nations Development Programme (UNDP)
- UN Habitat

# CALL FOR PARTICIPATION

In order to reach its objectives, the Kolektif Rivier Nwar counts on your participation and your support.

We encourage you to be financial, strategic and human partners.

Participate in the sustainable development of Black River.

***Our Coordinates :***  
***MCB Rivière-Noire***  
***Account Number : 000443503060***



Kolektif Rivier Nwar  
c/o La Maison de la Balise  
Chemin de la Jetée,  
Black River,  
T: 230 483 7885  
[progcoordinatorkrn@gmail.com](mailto:progcoordinatorkrn@gmail.com)

[www.krnmauritius.org](http://www.krnmauritius.org)

Reg No : 13937