

2013-
2017

Strategic Plan



Catholic
Commission
for Justice
and Peace -
Zimbabwe
(CCJPZ)



Introduction

The Catholic Commission for Justice and Peace in Zimbabwe (CCJPZ) was formed by the Zimbabwe Catholic Bishops Conference in 1972 to address matters of justice and peace particularly in relation to how the common man was being affected by the effects of Zimbabwe liberation war. The Commission was viewed by the then Rhodesia as ‘anti-Government’, especially after documenting and publishing the atrocities perpetrated on ordinary citizens by the Rhodesian army in a book called: *Civil War in Rhodesia: The Man in the Middle*, (which was published and distributed in the United Kingdom by Catholic Institute of International Relations, now Progressio). However, some of the most active Commission members including such as Donald Lamont (who was the Chairman), were deported or restricted from Zimbabwe.

After independence in 1980, diocesan structures of CCJPZ were established, thus bringing the Commission closer to the people. In the 1980s, the Commission engaged on issues related to the civil disturbances in Matabeleland and the Midlands, commonly known as the ‘Gukurahundi’. It published its findings in the publication *Breaking the Silence: Building True Peace*. Once again, and up to this day, the Commission found itself viewed as ‘anti-government’ by the post-Independence Day. More recently, however, CCJPZ has recognized that building relationships based on respectful dialogue with government can also be fruitful strategy in terms of influencing policy changes.

Underlying the work of CCJPZ are Social Teachings of the Church (STCs) which informs its civic education on pertinent issues such as voting, electoral processes, human rights, peace building, conflict management etc. STCs sheds the light of the gospel on issues that affects our lives in society, and offers the Church’s wisdom, insight and experience in dealing with them. They contain a number of principles which are relevant in our lives:

- *Dignity of the Human Person:* Every human being is created in the image of God (Gen. 1:26-27) and redeemed by Jesus Christ, and therefore is valuable and worthy of respect.
- *Respect for Human Life:* Human life is sacred and sacrosanct because it was created by God. Human life at every stage of development and decline is precious and therefore worthy of protection and respect.
- *Participation:* As their rights and duties as citizens, STCs encourages people to participate in all activities of the society that promote common good and the well-being of everyone especially the poor and the marginalised.
- *Association:* CCJPZ believes that people achieve their potential by associating with others. By association with others in families and in other social institutions that foster growth, protect dignity and promote the common good, human persons achieve their fulfillment. Family, community or even the nation's stability must be protected and never be undermined.
- *Subsidiarity:* This principle guides the complex social relationships by defining responsibilities and limits of government, voluntary associations, civil society, families and individuals. It is not advisable for higher levels of social organisations or government to do for individuals and groups what they can do for themselves.
- *Promotion of Common Good:* The common good is the sum total of all living conditions – social, political, economic, cultural, technological and environmental – that makes it possible for all humans to fully achieve their potentials for growth. The absence of sensitivity to the common good is a sure sign of decay in a society.
- *Universal Declaration of Earth's Goods:* The goods of this earth are meant for the benefit of everyone. They should be shared justly and or equally.
- *Option for the Poor:* This principle intends to correct the moral mistakes where the poor and the marginalised have been largely left out to benefit from the common good.

The book of Leviticus through the proclamations of the Hebrew prophets and Jesus emphasize the vocation of 'bringing good news to the poor... and proclaiming the year of God's favour' (Luke 4: 16-19). Isaiah 58:5-7 reminds us to share our bread with the hungry.

- *Solidarity*: To be in solidarity with others is to be moved by their suffering. STCs teach us that we are our brothers' and sisters' and we must love our neighbors as we love ourselves. 'The joy and hope, the grief and anguish of the men of our time, especially of those who are poor or afflicted in any way, are the joy and hope, the grief and anguish of the followers of Christ as well. Nothing that is genuinely human fails to find an echo in their hearts' (*Vatican II, Gaudium et Spes*, 7 Dec. 1965).
- *Stewardship of Creation*: God created the earth for us all and instructed to be its stewards. A steward is a manager, not an owner. STCs call us to respect, conserve and share the resources of the earth as part of God's creation.

This document illustrates how CCJPZ will use STCs to promote justice and peace in the period 2013-2017. The methods or strategies suggested in this document are a result of consultative processes carried out with the participating beneficiaries, program implementers and coordinators as well as the Catholic Church leadership. However, it is important to mention that whatever action or response mentioned in this book is subject to revision in accordance with the context and needs that may arise at any particular time or period.

Acknowledgement

We would like to thank all who contributed to this strategic plan. The following deserve special mention:

- ZCBC for their support and guidance, especially through the ZCBC Strategic Plan - 2013-2017
- CCJPZ Bishop Chairman, Rev. Alex Muchabaiwa for his support and blessings throughout the 4 day process
- CCJPZ Spiritual Directors for their commitment, contributions and spiritual guidance throughout the process
- CCJPZ national and diocesan staff for their sharp focus and well thoughts insights for the next 5 years
- Our funding partner, German Development Fund, for their financial support
- Dr. Christiane Averbeck for facilitating the Strategic Plan. It was not very easy, but she managed to control the diverse and highly critical CCJPZ group
- Masvingo Diocese's Bethany House for hosting the Strategic Planning process. Keep up the good hospitality

List of Acronyms

ABG	Action for Better Governance
AGEH	Personnel Agency of the German Catholics for International Cooperation
CAFOD	Catholic Agency for Overseas Development
CCJPZ	Catholic Commission for Justice and Peace Zimbabwe
CPLO	Catholic Parliamentary Liaison Officer
CRS	Catholic Relief Service
DO	Diocesan Office
IEC	Information, education and communication
IMBISA	Inter-Regional Meeting of Bishops of Southern Africa
J&P	Justice and Peace
NO	National Office
TROCAIRE	Official Overseas Development Agency of the Catholic Church in Ireland
SCC	Small Christian Communities
SOCCOM	Social Communication Commission
ZCBC	Zimbabwe Catholic Bishops Conference



Contents

Introduction

Acknowledgement

List of Acronyms

Contents

- 1.0 Executive Summary
- 2.0 Process Followed to Produce the Strategic Plan
- 3.0 Process for the Strategic Planning
- 4.0 Mandates from ZCBC
- 5.0 Structure of CCJPZ
- 6.0 CCJPZ Strength, Weaknesses, Opportunities and Threats
- 7.0 CCJPs Strategic Issues 2013 – 2017
- 8.0 Key Result Areas and Specific Activities: 2013-2017

Annex

Pre-Strategic Plan Questionnaire

List of Participants

1.0 Executive Summary

The two main references for any normal organization, whether private or public, are its constitution and strategic plan. The strategic plan shows the direction of the organization within a given period of time and the constitution controls the movement towards that direction. Adhering to ZCBC Strategic Plan (2013-2017); recognizing existing scenarios such as unresolved and ongoing conflicts, unequal access to natural resources such as minerals, water etc., poor democratic processes which inhibits effective citizens' participation, little respect of the human dignity and the environment and taking cognizance of national events likely to happen from 2013 onwards such as the harmonized general elections, CCJPZ developed key result areas and relevant activities for the 2013-2017 period.

Key Result Areas (KRAs)

1. Providing Civic Education on, but not limited to:

- a) Peace Building, Healing and Reconciliation
- b) Voter Education, Election Monitoring and or Observation
- c) Social Teachings of the Church
- d) Human Rights
- e) Democratic Governance
- f) Economic and Social Justice

2. Conducting Research, Advocacy and Lobbying for Justice and

Peace through:

- a) Continuous assessment, monitoring and evaluation of (i) CCJPZ programs for learning and relevant responses and (ii) the *current* situation for informed, faith and evidence based advocacy.

- b) Informing, organizing and/or participating in faith and evidence based advocacy and lobby initiatives at all levels to promote justice and peace
- c) Coordinating, collating and consolidating CCJPZ programs and activities at all levels; identifying and analyzing common trends for national liaisons and advocacy
- d) Creating platforms for inter Diocesan sharing and learning for adoption and replication of best practices as well as taking up national justice and peace issues for national advocacy
- e) Documentation, publication and dissemination of gospel oriented messages; production and effective dissemination of information, educational and communication materials on justice and peace
- f) Networking and collaborating with other organizations doing [or supporting] similar work at local, national, regional and international levels
- g) Effective use of electronic, print, social and other media to promote justice and peace

3. Organizational Development through:

- a) Continuous formation of CCJPZ animators and committees and keeping registers of CCJP members, committees and or animators
- b) Capacity building of CCJPZ staff at all levels
- c) Promoting self-reliance through designing and formulating income-generating projects or activities

2.0 Process Followed to Produce the Strategic Plan

In February 2013 the ZCBC published a Strategic Plan for 2013-2017 and tasked its Commissions, including CCJPZ, to use it as a frame to develop their specific Strategic Plans for the same period.

In preparation for the strategic planning exercise, a questionnaire (annexed) was sent out to most of the participants to gather their views. Face to face interviews were conducted with CCJPZ staff members at the National Office, ZCBC Secretary General and the Catholic Parliamentary Liaison Officer (CPLO). The interviews gave respondents opportunities to share their strategic expectations before the Strategic Planning Meeting held on 19-21 March 2013 at Bethany House in the Diocese of Masvingo.

A total of 37 (25 men and 12 women) participants, including CCJPZ Bishop Chairman, CCJPZ Spiritual Directors, CPLO, National and Diocesan staff members participated. A participatory approach, involving the use of problem posing codes, group and plenary discussions was used in order to come up with compromised plans to promote justice and peace at all levels.

3.0 Process for the Strategic Planning

By using the Strategic Plan of ZCBC 2013-2017 as a frame, the aim of the Strategic Planning exercise of CCJPZ was:

To determine how CCJPZ can effectively coordinate and capacitate the Catholic Church respecting the principles of subsidiarity to be relevant in the call for justice and peace.

In the process the participants

- scanned the internal factors and external factors affecting the performance of CCJP;
- reviewed the relationship of CCJP NO, CCJP DO, CPLO;
- reviewed the memberships in networks of CCJPZ;
- agreed on the strategic issues or Key Result Areas (KRAs);
- reviewed its Vision and Mission statements and adjusted them to enable them carry and guide the new thrust of CCJPZ's work;
- reflected on the activities planned by the Diocesan Offices of CCJP in regard to KRAs;
- Planned actions for the implementation of the KRAs, including how the implementation would be monitored.

4.0 Mandates from ZCBC¹

In line with the ZCBC Strategic plan 2013-2017 which was published in February 2013, CCJPZ is mandated to:

- Strengthen and scale up its coordination processes in order to come up with national justice and peace issues for advocacy and lobby purposes at national level.
- Scale up civic/ public education and expand ABG program to all Dioceses and Parishes.
- Utilize the cluster system by working closely with CPLO and SOCCOM
- Set up a Research Desk to assist in training of information collectors, research, documentation, packaging of information
- Discontinue the Gender Desk although all Commissions should mainstream gender equity in all their programs

¹ CCJPZ is a Commission of the Catholic Bishops' Conference – a committee of Zimbabwe's Catholic Bishops that gives CCJPZ (and other commissions) responsibilities and mandates according to the situation and context.

5.0 Structure of CCJPZ

CCJPZ is a well-structured Catholic Church institution that has effective coordination mechanisms from the national level to the village level. At the national level, CCJPZ has a secretariat that synchronizes the work of CCJPZ eight Catholic Dioceses² geographically demarcated as follows:

Archdiocese of Harare: has a population of approx. 4,9 million and comprise the following civil districts: Mazowe, Bindura, Shamva, Murewa, Rushinga, Mudzi, Mutoko, Kadoma, Chegutu, Harare, Goromonzi, Seke, Marondera, Chivhu, Wedza and Buhera

Archdiocese of Bulawayo: has a population of approx. 1,9 million people and consists of the following civil districts: Bulilima, Mangwe, Nyamandlovu, Tsholotsho, Bubi, part of Lupane and Ngayi with Shangaani River as boundary, Insiza, Matobo, Umzingwane, Beitbridge and Gwanda West of Umzingwane River.

Diocese of Mutare: The Diocese has a population of approx. 1,6 million and comprise the following civil districts: Mutare North, Mutare South, Mutasa, Makoni, Marange, Chimanimani, Chipinge and Nyanga.

Diocese of Masvingo: has a population of approx. 1,9 million people and comprise the following civil districts: Beitbridge, Chiredzi, Chivi, Gutu, Bikita, Masvingo, Mwenezi and Zaka.

Diocese of Chinhoyi: has a population of approx. 2 million people and comprise the following civil districts: Makonde, Hurungwe, Kariba – East of Sanyati River; Guruve, Centenary, Mount Darwin and Rushinga – North of Mazowe River

² Diocese is a name used by the Catholic Church to demarcate Catholic boundaries. Dioceses are equivalent but not equal to geographical Provinces.

Diocese of Gweru: has a population of approx. 1,5 million people and comprise the following civil districts: Gweru, Kwekwe, Shurugwi, Chirumhanzu, Zvishavane and Mberengwa.

Diocese of Gokwe: has a population of approx. 500000 people and consist of the following civil districts: Gokwe North and Gokwe South, the area of Omay between Sengwa and Sanyati Rivers in Kariba District and the area of Nkayi District north of the Shangani River.

Diocese of Hwange: has a population of approx. 350000 people and comprise the following civil districts: Hwange, Binga and part of Lupane North of Shabula River. It is bounded on the North by Zambezi River, on the west by Botswana, on the east by the districts of Omay, Gokwe, Lupane and on the South by Nyamandlovu.

In each (Arch)-Diocese, there is a Diocesan CCJPZ office that is led by a full time Diocesan Coordinator responsible for program implementation. The following table illustrates the respective responsibilities of CCJPZ National and Diocesan Offices:

The National Office

Being the governance arm of CCJPZ, and working together with the Dioceses, the National Office

- Strengthens the institutional capacity of CCJPZ Zimbabwe; facilitates and develops, technically and/or materially, the capacities of the Dioceses to effectively engage in justice and peace works
- Develops relevant training materials, manuals and informational, educational and communication materials

- Works together with Catholic Liaison Office, other Church institutions and like-minded organisations, the National Office informs national policy advocacy and liaisons on issues of justice and peace, pro-poor policies etc.
- Publishes and disseminates gospel oriented messages and information that promotes justice and peace; updates website and administers CCJPZ blog, twitter and face book.
- Represents CCJPZ nationally, regionally and internationally
- Advises the ZCBC on pertinent justice and peace issues for informed responses
- Mobilises resources for program implementation at National and Diocesan levels
- Introduces Social Teachings of the Church to the Seminary

The Diocesan Offices

The Diocesan Offices are largely the programme implementers in line with the Principle of Subsidiarity.³ Specifically, they are responsible for:

- Community mobilisation for justice and peace activities
- Training and providing information on Social Teachings of the Church, peace building, economic justice, democratic

³ This principle guides the complex social relationships by defining responsibilities and limits of government, voluntary associations, civil society, families and individuals. It is not advisable for higher levels of social organisations or government to do for individuals and groups what they can do for themselves.

- governance, human rights, voting, election observation/monitoring and paralegal knowledge.
- Coordinating and conducting civic education on peace building, economic justice, democratic governance, human rights, voting, election observation/monitoring, election observation, paralegal and other pertinent issues using Social Teachings of the Church as the basis
 - Deployment of election monitors/observers; long term election observers
 - Coordinating and carrying out research and gather information on pertinent justice and peace issues for local use and onward transmission to the National Office
 - Producing timely reports on circumstances that undermine STCs, justice and peace and submit them to the Local Ordinary and the NO
 - Creating vibrant and effective structures (also known as CCJPZ actors/animators or peace committees), committees at Deanery (or District), Parish (or Ward) and Small Christian Communities (or villages) that will act as ‘ears’ and ‘eyes’ of justice and peace
 - Dissemination through IEC materials such as pamphlets, fliers, reports, t-shirts, bags, hats etc.

6.0 CCJPZ Strength, Weaknesses, Opportunities and Threats

<p style="text-align: center;">STRENGTHS</p> <ul style="list-style-type: none"> • Well established grassroots structures and community entry strategies • Highly qualified and experienced personnel. • Credible and focused leadership. • Support from sister commissions through networking. • Mutual relationships with international donor agencies such as AGEH, CAFOD, CRS, TROICARE, • CCJP is well recognized at all levels • Well distributed infrastructure. • Structured Training • Church representation in parliament (CPLO). 	<p style="text-align: center;">WEAKNESSES</p> <ul style="list-style-type: none"> • Lack of effective coordination. • Fear of victimization. • Limited personnel innovation. • More reactive than proactive. • Structured trainings. • No self-reliance. • Volunteers lack sense of ownership. • Poor remuneration; most of the work is voluntary
<p style="text-align: center;">OPPORTUNITIES</p> <ul style="list-style-type: none"> • God is on our side. • There is relative peace and stability which allows us to work without disturbances. • National and regional networks within the church (IMBISA, ZCBC, HOCD...) which amplifies our voice • National call for peace, healing and reconciliation 	<p style="text-align: center;">THREATS</p> <ul style="list-style-type: none"> • Violence, suspicions and intimidation. • Lack of faith in implementing the new constitution • Stiff competition from likeminded organisations • Animators abandoning CCJPZ for greener pastures • CCJPZ work seen as

<p>by political leaders</p> <ul style="list-style-type: none">• Dignity and respect that the church is given• Relative democratic environment created by the new constitution• Unexploited church and non-church related funding opportunities• Pope Francis' call for pro poor policy which is in line with CCJPZ principle: option for the poor.• Ability to exploit CCJPZs historical background• Influential leaders are Catholics• STC as a strategy to promote justice and peace• Ability to utilize the church numbers to mobilise activities• Presence of CPLO which can link CCJPZ to parliament and policy makers• Exploiting other paralegal opportunities.• Priests and religious men and women as agents of peace.	<p>partisan.</p> <ul style="list-style-type: none">• Financial dependency• Funding partners dictating what they can fund/support• Funding partners withdrawing their funds.
-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

7.0 CCJPs Strategic Issues 2013 – 2017

The following are CCJPZ's Key Result Areas (KRA) for the 5-year period 2013-2017:

1. Providing Civic Education on, but not limited to:

- a) Peace Building, Healing and Reconciliation
- b) Voter Education, Election Monitoring and or Observation
- c) Social Teachings of the Church
- d) Human Rights
- e) Democratic Governance
- f) Economic and Social Justice

2. Conducting Research, Advocacy and Lobbying for justice and peace through:

- a) Continuous assessment, monitoring and evaluation of (i) CCJPZ programs for learning and relevant responses and (ii) the *current* situation for informed, faith and evidence based advocacy.
- b) Informing, organizing and/or participating in faith and evidence based advocacy and lobby initiatives at all levels to promote justice and peace
- c) Coordinating, collating and consolidating CCJPZ programs and activities at all levels; identifying and analyzing common trends for national liaisons and advocacy
- d) Creating platforms for inter Diocesan sharing and learning for adoption and replication of best practices as well as taking up national justice and peace issues for national advocacy
- e) Documentation, publication and dissemination of gospel oriented messages; production and effective



dissemination of information, educational and communication materials on justice and peace

- f) Networking and collaborating with other organizations doing [or supporting] similar work at local, national, regional and international levels
- g) Effective use of electronic, print, social and other media to promote justice and peace

3. Organizational Development at all levels through:

- a) Continuous formation of CCJPZ animators and Committees and keeping registers of CCJP members, committees and/or animators
- b) Capacity building of CCJPZ staff and volunteers at all levels
- c) Promoting self-reliance through designing and formulating income-generating projects or activities

Vision, Mission, and Values

Vision:

A God fearing, democratic, just and peaceful nation

Mission:

CCJPZ exists to promote justice and peace guided by gospel values.

Values:

CCJPZ believes in truth, justice, freedom and love.

8.0 Key Result Areas and Specific Activities: 2013-2017⁴

Level Target group: Community members in Zimbabwe Intermediaries: CCJPs on Diocesan level		Duration: 2013 - 2017		
Result Chain KRA Provision of Civic Education		Indicators / Milestones	Source of verification	Risks & Assumptions
Impact / Benefit	<ul style="list-style-type: none"> Peaceful communities which are assertive of their rights 			
Out-come	1. Communities groups and individuals from the eight Catholic Dioceses of Zimbabwe solve their issues peacefully and use their knowledge to	1.1 10% increase in voters in 2013 1.2 More peaceful, assertive communities that are informed of	1.1 Report of ZEC 1.2 Testimonials case studies, Most Significant Change Stories	Elections are relatively free and fair Rule of Law

⁴ Relevant and specific Implementation and monitoring plans will be developed annual in reference to these key result areas.

	assert their rights.	their rights		
Use of Output	<ul style="list-style-type: none"> • Communities, groups and individuals discuss the knowledge they have gained and find ways to put it in practice. 			
Output	<ul style="list-style-type: none"> • Skills and knowledge on the following topics have been imparted in trainings and workshops <ul style="list-style-type: none"> ○ Peace building, healing and reconciliation ○ Voter Education ○ Election Monitoring and/or Observation ○ Social Teachings of the Church ○ Human Rights ○ Democratic Governance ○ Economic and Social Justice 	<ul style="list-style-type: none"> • Increased knowledge and skills in the fields of outputs • Community members hold political representatives accountable • At least 2 issues pertaining to justice and peace raised by CCJPZ are taken up for national advocacy and lobbying 	<ul style="list-style-type: none"> • Evaluation reports of training sessions • Incident reports • Activity reports • Testimonials • Case studies 	<p>Activities can be conducted without interference by security sector</p> <p>CCJPZ work is not seen as partisan and justice and peace actors are not targeted and or intimidated.</p>

Level Target group: Government, Security Sector Intermediaries: Zimbabwe population		Duration: 2013 – 2017		
Result Chain KRA Conducting Research, Advocacy and Lobbying		Indicators / Milestones	Source of verification	Risks & Assumptions
Impact / Benefit	<ul style="list-style-type: none"> Policies that promote justice and peace are put in place and implemented for the benefit of all citizens. 			
Outcome	<ol style="list-style-type: none"> CCJPZ makes relevant, participatory responses and interventions. Advocacy and liaisons for justice and peace as well as pro-poor policies by the Catholic Church leadership, CCJPZ and like-minded institutions are based on factual information. 	<ol style="list-style-type: none"> The Parliament, Portfolio committees take up issues raised by CCJP/CPLO Ministry and Councils take up issues raised by CCJP/CPLO J&P-reports are submitted by all Dioceses every 2 months to National Office 	<ol style="list-style-type: none"> Report of meetings with Parliamentarians /Portfolio committee meetings Reports of Meetings with relevant ministries and Councils Testimonies and case studies Annual report 	<p>CCJPZ /CPLO have good image to be able to promote J&P issues</p> <p>Catholic Church is united and speaks with one voice</p> <p>Government and Security Sector are willing to</p>

	<p>4. Zimbabweans promote justice and peace in their communities and in the country.</p>	<p>3.2 Bishops are updated every 2 months 4.1 Incidences of J&P promotion 4.2 In each Diocese J&P building strategies are in place in at least 10 parishes</p>	<p>3.2 Pastoral letters produced by ZCBC or Press-statement produced by CCJPZ 4.1 Reports – Most Significant Change Stories 4.2 Reports on peace building strategies in place</p>	<p>improve on governance and policy issues</p>
<p>Use of Output</p>	<ul style="list-style-type: none"> • CCJPZ is well informed of pertinent justice and peace issues in all Dioceses • Catholic Church leadership, CCJPZ and like-minded institutions use provided information to advocate and liaise for justice and peace as well as pro-poor policies • Zimbabweans are inspired by CCJPZ publications 			
<p>Output</p>	<ul style="list-style-type: none"> • Regular reports on the current situation and CCJPZ programmes. • Regular exchange and collaboration with 	<ul style="list-style-type: none"> • 6 reports per year on current situation • 1 annual report 	<ul style="list-style-type: none"> • Situational Reports • Annual report • Minutes • Publica- 	<p>All Diocesan offices send in their reports on time</p>

	<p>other organisations doing similar work at local, national, regional and international level</p> <ul style="list-style-type: none"> • Publications of gospel oriented information, education and communication material on justice and peace. • ZCBC pastoral letters, supporting ZCBC to involve government on policy issues • Provide Catholic Leadership, CCJPZ, CPLO and like-minded institutions with information and publication, reports for advocacy and lobbying 	<ul style="list-style-type: none"> • No. of meetings held with other organisations doing similar work • No. of activities planned together with other organizations • No. of publications, concepts for portfolio Comm. • No. of advocacy strategy plans developed 	<p>tions</p> <ul style="list-style-type: none"> • Advocacy strategy plans • Policy documents and briefs 	<p>All Diocesan offices are functioning and sufficiently funded and committed</p>
--	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------

Level Target group: Catholic Church in Zimbabwe Intermediaries: CCJP in Zimbabwe		Duration: 2013 - 2017		
Result Chain KRA Organisational Development		Indicators / Milestones	Source of verification	Risks & Assumptions
Impact / Benefit	<ul style="list-style-type: none"> • CCJP is vibrant, committed and self-reliant 			
Out-come	5. CCJPZ members are inspired and innovative in their work for justice and peace. 6. CCJPZ staff and volunteers are well trained and knowledgeable in executing justice	5.1 No. of registered and active CCJPZ members 5.2 No. of advocacy and lobby issues	<ul style="list-style-type: none"> • CCJP register • Post training/workshop Evaluation reports • Annual 	CCJPZ members have a common vision of CCJP in Zimbabwe Political

	<p>and peace work.</p> <p>7. CCJPZ pays its justice and peace work with funds raised through income generating projects (IGPs)</p>	<p>brought up and supported by CCJPZ</p> <p>6.1 CCJPZ staff and volunteers conduct good and successful workshops</p> <p>6.2 No. of CCJPZ staff and members who undergo specific capacity building courses</p> <p>7.1 10% of the CCJPZ are raised through IGP</p>	<p>Reports</p> <ul style="list-style-type: none"> • Audited account statements 	<p>environment is conducive for CCJPZ work</p>
<p>Use of Output</p>	<ul style="list-style-type: none"> • Members feel committed to the justice and peace work of CCJPZ • CCJPZ staff and volunteers put knew skills and knowledge into practice • % of the budget is raised through income generating projects 			

<p>Output</p>	<ul style="list-style-type: none"> • Up to date register of CCJPZ members • Regular retreats for CCJPZ staff and animators • 20 new animators per year per Diocese • 20 new Justice and or Peace committees per Diocese • Regular capacity building trainings • Strategy for income generation 	<ul style="list-style-type: none"> • Regular updated register for CCJPZ members • At least 1 National Retreat for all CCJPZ staff • No. of animators • No. of CCJP committees • No. of trainings conducted 	<ul style="list-style-type: none"> • CCJPZ register • Annual reports for all CCJPZ work 	<p>CCJPZ has working capacity to develop ideas for IGPs</p> <p>Development funding partners are interested in initial funding of IGPs</p>
----------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------

ANNEX**Pre-Strategic Plan Questionnaire**

Name:

Diocese:

Function:

- 1. What is the role of CCJPZ according to you?**
 - a. On National Level
 - b. On Diocesan Level
 - c. On International Level

- 2. Is CCJPZ doing what it is supposed to do?**
 - a. On National Level
 - b. On Diocesan Level
 - c. On International LevelGive reasons

- 3. What can be done to make CCJPZ more effective?**
 - a. On National Level
 - b. On Diocesan Level
 - c. On International Level

- 4. How can the ZCBC-cluster Social Concerns (CCJPZ, CPLO, SOCCOM) effectively work together?**

- 5. What is your advice for a successful and practical strategic planning?**

List of Participants



Name	Position / Diocese
Bishop Muchabaiwa	CCJPZ Bishop Chairman Bishop Mutare
Fr. Sibanda	Spiritual Director / Coordinator Gokwe
Fr. Jaya	Spiritual Director Harare
Fr. Ndete	CPLO-NO
Fr. Lumano	Spiritual Director Hwange
Fr. Dodzo	Spiritual Director Mutare
Fr. Makore	Spiritual Director Bulawayo
Fr. Mabhachi	Spiritual Director Gweru
Fr. Pundo	Spiritual Director Masvingo
Mr. A Lungu	CCJPZ National Chairperson Hwange
Mr. C Mavheneka	CCJPZ Vice Chairperson Masvingo
Mr. A Kori	National Coordinator CCJPZ

Mr. J Nkunsane	Coordinator Harare
Mrs. G Chimange	Coordinator Mutare
Mr. JB Ntakazo	Coordinator Bulawayo
Mr. N Mauta	Coordinator Gweru
Mr. E Vengesa	Coordinator Masvingo
Mr. C Murakwani	Coordinator Chinoyi
Mr. A Simango	CCJPZ-NO Finance Assistant
Mr. S Parwaringira	Programme Officer Masvingo
Mr. T Zimbiti	Peace Building Officer CCJPZ-NO
Mr. E Chihumba	Intern Student Masvingo
Mrs. M Mururi	Gender Officer Harare
Ms. S Ndondo	Administration Assistant Gokwe
Mrs. M Mangava	Administration Assistant CCJPZ-NO
Mrs. M Madziva	Administrator CCJPZ-NO
Ms. B Gwasira	Research Officer CCJPZ-NO
Mr. W Chitupa	Volunteer Gokwe
Mr. P Bindura	Programme Officer Mutare
Ms. H Zenda	Finance Officer Masvingo
Mr. D Ntombeni	Member CCJP Hwange
Mr. V Gutu	Good Governance Officer CCJPZ
Mrs. I Kugotsi	Gender Officer CCJPZ-NO
Mr. D Khumalo	Denis Hurlly Peace Institute Bulawayo
Ms. E Chirwa	Finance Officer Gweru
Mr. M Vushe	Student Intern Masvingo
Dr. C Averbeck	Coordinator Civil Peace Service AGEH /CCJPZ Advisor