



Promoting Faith and Justice

JCTR STRATEGIC PLAN SUMMARY

2020-2023

Jesuit Centre for Theological Reflection

Strategic Plan: 2020 to 2023

SUMMARY

Background:	Who are we? Where do we operate? What is our target group?
Who we are : Jesuit Centre for Theological Reflection is a faith based organisation and a Ministry of the Society of Jesus (Jesuits) operating in Zambia since 1988 to promote social justice. Our work is underpinned by the Church Social Teaching.	
Our Geographical Scope: We have presence in eight towns. Some of our projects however are implemented across the country.	
Our Focus: JCTR primarily focuses on the poor category of the Zambian population by advocating for pro poor policies aimed at promoting economic development and poverty alleviation.	
Our Vision: <i>A leading, prophetic well-resourced think tank that speaks and works for the poor and marginalised</i>	
Our Mission: <i>To enhance justice and equality for all, particularly the poor and marginalised, through the promotion of Christian values, empowerment, care for the environment and provision of policy alternatives</i>	
Values	The underpinning values of the organisation which determine how we relate to ourselves and to others:
1.	Human Dignity – We respect the basic equality and potential of every woman and man;
2.	Option for the Poor – We apply the option for the poor as criteria for evaluating all we are and do; as well as the difference we can make for the poor and marginalised;
3.	Social Justice – We have passion for eradication of poverty and promotion of integral and sustainable development, with a commitment to necessary structural changes in society;
4.	Discernment – We uphold prayerful reflection on purpose, style, product, consequences of organisation and activities;
5.	Rootedness – We maintain closeness to the lives of ordinary people and the most vulnerable and share in their joys and hopes, sorrows and anxieties;
6.	Simplicity – We remain respectful of the environment and of the scarce resources available to the majority of people, and continue to promote prudent use of assets; and

7.	Transparency – We maintain openness and transparency in accounting and reporting to all who support us and cooperate with us
Impacts & Outcomes	What we Aim to Achieve in the Next Four Years:
Development Goal: <i>Improved Quality of Life for the Poor and Marginalised in all JCTR Operational Areas</i>	
Social and Economic Development Programme	In ensuring Improved political and economic governance that is responsive to the needs of the poor and marginalised in Zambia, the Social and Economic Development Programme will work to realise Three (3) intermediate outcomes and Five (5) immediate outcomes in contributing to increased and equitable social and economic development and ultimately the vision of JCTR in Zambia
Strategic Goal 1:	Improved political and economic governance that is responsive to the needs of the poor and marginalised in Zambia
Intermediate Outcome 1.1	<i>Selected public policies and laws are responsive to the needs of the poor and marginalised by 2023.</i>
Immediate Outcomes	Immediate Outcome A: Enhanced consultation and participation of communities, especially in JCTR operating areas in public policy formulation processes.
	Immediate Outcome B: Consistent and effective advocacy for public policies and laws that are responsive to the needs of the poor and marginalised
Intermediate Outcome 1.2	<i>Improved, transparent and accountable generation and utilisation of public and natural resources by 2023</i>
Immediate Outcomes	Immediate Outcome C: Improved advocacy for transparent and accountable public financial systems in place by 2023
	Immediate Outcome D: Improved accountability and transparency in the governance of mineral resources
Intermediate Outcome 1.3:	<i>Improved and decentralised local governance which effectively responds to the needs of the poor and marginalised by 2023</i>
Immediate Outcome	Immediate Outcome E: Improved implementation of the National Decentralisation Policy

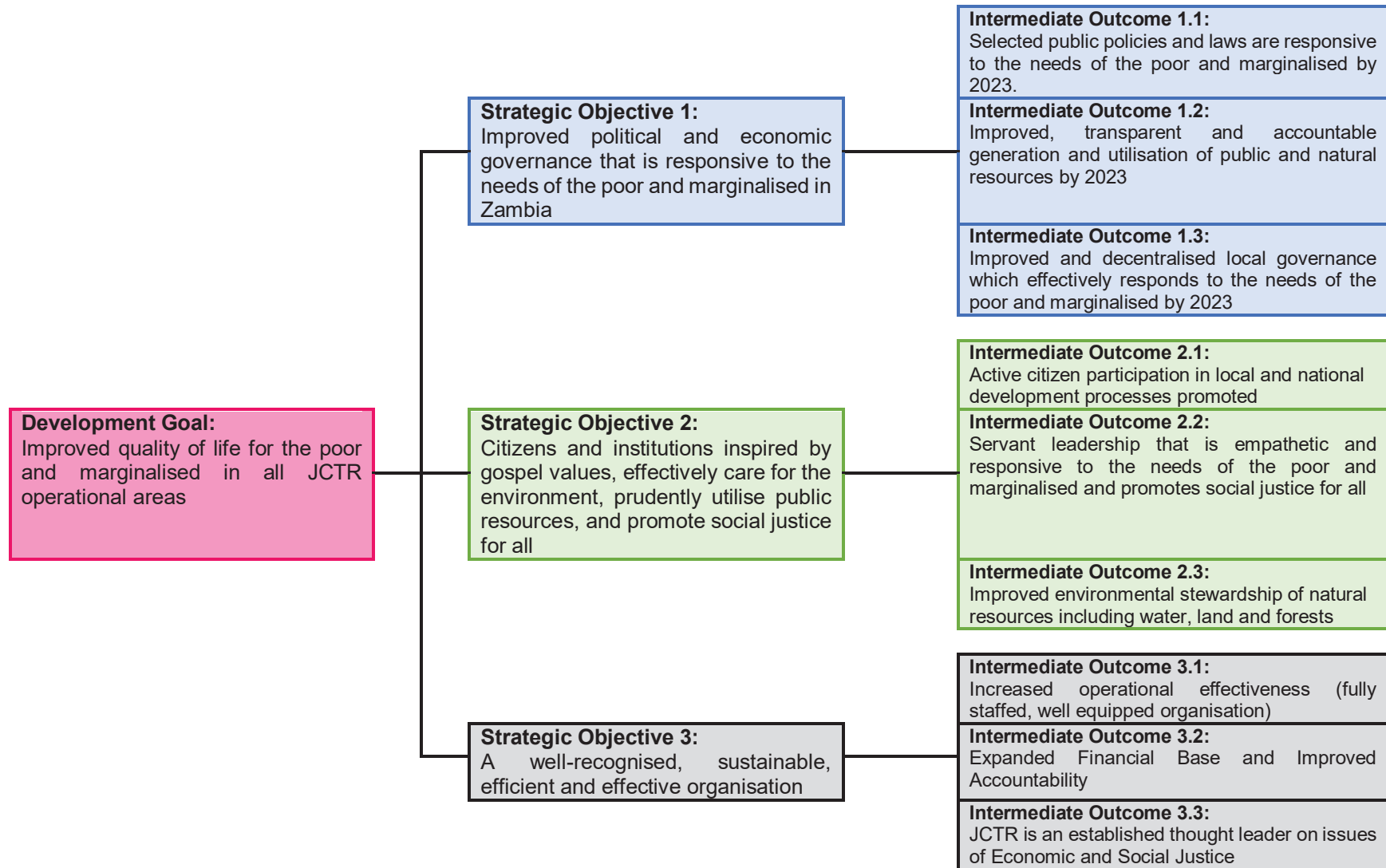
Strategic Goal 2:	Citizens and institutions inspired by gospel values, effectively care for the environment, prudently utilise public resources, and promote social justice for all
Faith and Justice	In contributing to the goal of having citizens and institutions that are inspired by gospel values, and are effectively caring for the environment, prudently utilising public resources, and promoting social justice for all, the Faith and Justice Programme will work towards the realisation of three (3) interrelated intermediate outcomes and four (4) immediate outcomes, which are outlined below:
Intermediate Outcome 2.1	<i>Active Citizen Participation in Local and National Development Promoted</i>
Immediate Outcome	Immediate Outcome F: Empowered citizens especially the youth in JCTR operational areas actively engaged with different local and national governance processes
Intermediate Outcome 2.2	<i>Servant Leadership that is Empathetic and Responsive to the Needs of the Poor and Marginalised and Promotes Social Justice for All</i>
Immediate Outcomes	Immediate Outcome G: An empowered cadre of servant leaders in the political, community and church arena
	Immediate Outcome H: Improved promotion of social justice and accountability by duty-bearers and rights-holders by 2023
Intermediate Outcome 2.3	<i>Improved environmental stewardship of natural resources including water, land and forests</i>
Immediate Outcomes	Immediate Outcome I: Broad-based citizen support and participation in the care for the environment
Strategic Goal 3:	A Well-Recognised, Sustainable, Efficient and Effective Organisation
Management, Organisation Capacity and Sustainability	In ensuring that JCTR remains a well-recognised, sustainable, efficient and effective organisation the MOD function will provide necessary support to ensure that programmes continue to deliver relevant, effective and efficient interventions that address the needs of people in Zambia through Three (3) intermediate outcomes and Eight (8) immediate outcomes
Intermediate Outcomes 3.1:	<i>Increased Operational Effectiveness (Fully Staffed, Well Equipped Organisation)</i>
Immediate Outcomes	Immediate Outcome J: Enhanced staff capacity, performance and retention
	Immediate Outcome K:

	Enhanced monitoring, evaluation and reporting
	Immediate Outcome L: Improved adherence to institutional policies and control systems
Intermediate Outcome 3.2:	<i>Expanded Financial Base and Improved Accountability</i>
Immediate Outcomes:	Immediate Outcome M: Increased funds and diversified funding sources
	Immediate Outcome N: Improved adherence to financial policies, controls and systems
	Immediate Outcome O: Improved compliance with financing agreements and good governance practices
Intermediate Outcome 3.3:	<i>JCTR is an established Think Tank on issues of Economic and Social Justice</i>
Immediate Outcomes:	Immediate Outcome P: Increased visibility of JCTR in the media and among stakeholders on poverty, social and economic justice issues
	Immediate Outcome Q: Enhanced knowledge management
Activities	What we will do in order to achieve our goals:
	JCTR's activities are grouped around four main pillars: Research, Advocacy, Education and consultancy on various social and economic issues: <ul style="list-style-type: none"> • Research – critical understanding of current issues, strengthened by theological reflection and guided by the CSTs that emphasise the human dignity in community • Advocacy – engaging government and other duty bearers on how best to improve the lives of the poor • Education – capacity building activities for communities to enable them engage with duty bearers • Consultancy – offering consultancy services on issues that JCTR works on to would be clients. The exercises enhances the Centre's knowledge and skills on researched on topics as well as bringing in additional financial resources

Organisation internal Governance	&	How we will organise the work of the network to ensure delivery of our values:
		The Centre will implement the aforementioned interventions, using the organisation structure shown in appendix II.
Relationships	&	Whom we will cooperate with and how:
		<p>In order to achieve the vision and mission of this strategic plan, the JCTR will collaborate with a number of stakeholders. Stakeholders have a bearing on the realisation of the goals of this strategic plan either by influencing the achievements (strategic partners) or by being influenced, as target groups. The stakeholder are in three categories:</p> <ul style="list-style-type: none"> • Government/ national level stakeholder • Local level stakeholder • Strategic Development Cooperation partners
Monitoring Evaluation	&	How we are going to measure our outcomes and impact, and how we will integrate the learning into our daily work:
		<p>JCTR's strategic planning follows the approach of Results-Based Management (RBM), which has been considered a very helpful approach by JCTR in order to focus the planning and monitoring of changes brought about by its work.</p> <p>JCTR activities will be organised through annual work plans that are designed to achieve the outcomes outlined above. For each annual work plan, JCTR sets performance indicators which are both at impact and outcome levels.</p> <p>JCTR has an internal Planning, Monitoring and Evaluation unit to help with aligning the implementation of programmes to the strategic plan. The following internal processes will be implemented to ensure realignment of activities to the plans:</p> <ul style="list-style-type: none"> • Monthly data collection on activity implementation for measuring outputs • Bi annual collection of monitoring and evaluation data collection from outreach areas for measuring outcomes. • Collection of stories of change • Quarterly review meeting to discuss activity implementation and achievement of results • Weekly programme meetings • Management meetings

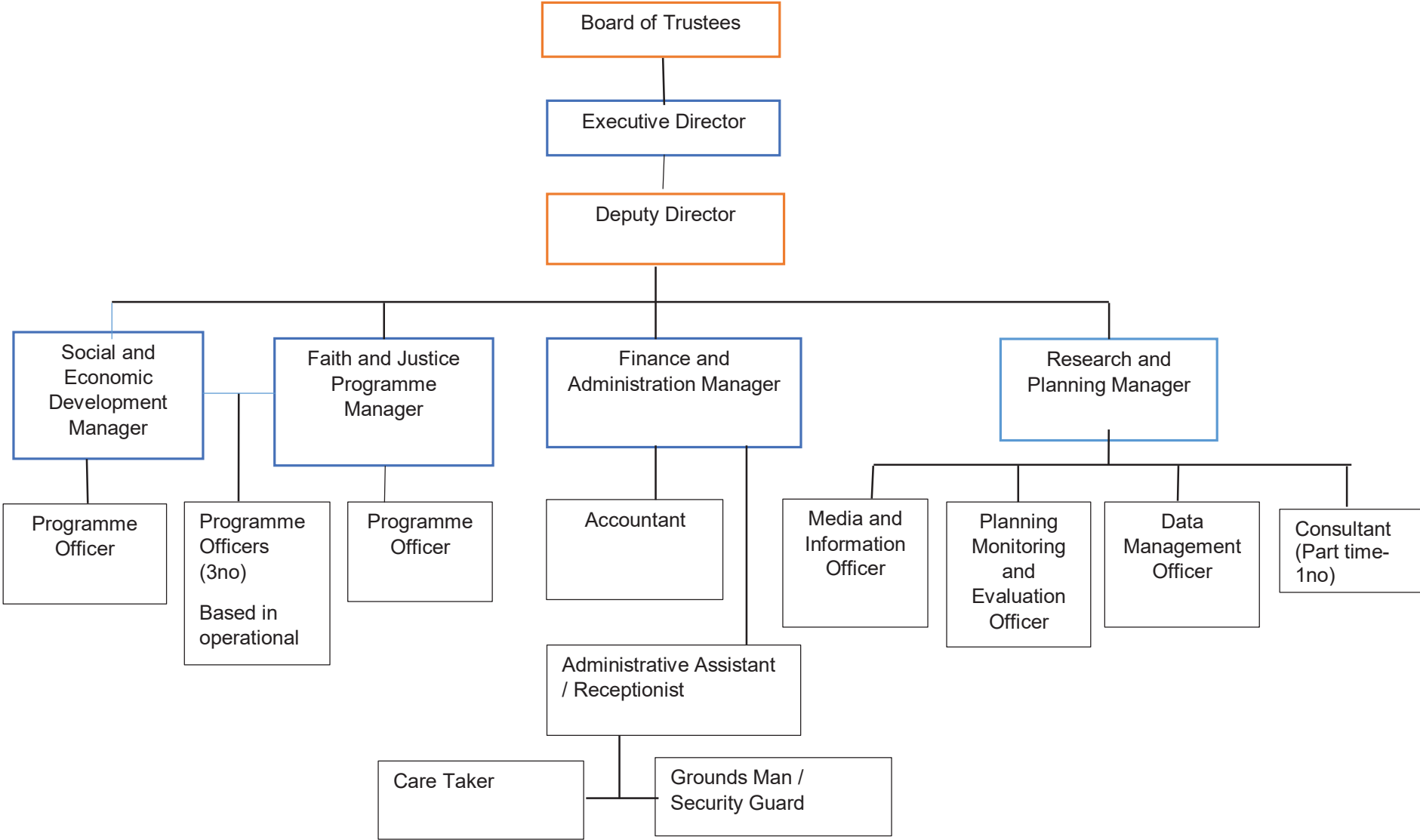
	An external consultant will also be engaged mid-term and end of term to assess whether the strategic plan are on course.
Resource Mobilisation and Sustainability	<p>The income, costs and investments this lead to, the funds needed and how we will secure them:</p> <p>JCTR’s ability to deliver this strategic plan depends on our securing strategic partnership agreement traditional funders which contribute up to 90% of our running costs. This is partly subject to our being successful in submitting financial and activity reports to donors for the last strategic plan. JCTR has prepared specific and general reports awaiting the Board of Trustee approval.</p> <p>JCTR has developed a Resource Mobilisation Strategy which is aimed at ensuring the Centre’s its long-term sustainability. This focuses on:-</p> <ul style="list-style-type: none"> • Securing on-going core funding from traditional donors • Building long-term partnerships with partner funding organisations • Building corporate relationships • Complete building hostels in Kitwe for rental • Developing training, capacity building and consultancy services

Appendix I: Outline of the Strategic Framework



Appendix II:

JCTR Proposed Organogram for the 2020 to 2023 Strategic Plan





Improving quality of life for the
poor and marginalized in all JCTR
operational areas

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