

Jesuit Centre for Theological Reflection



Promoting Faith and Justice

JCTR 2024 - 2027 STRATEGIC PLAN SUMMARY

Jesuit Centre for Theological Reflection

Strategic Plan: 2024 to 2027

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 (CST).	
Our Geographical Scope: JCTR has offices in Lusaka, Kitwe and Livingstone but we implement our work on the Copperbelt, and in Lusaka, Southern, Central, Northern, North-western and Western provinces. The BNNB work is conducted in all the ten provinces of Zambia. Additionally, JCTR conducts its advocacy on various issues at the National and Local levels across the country.	
Our Focus: JCTR's work primarily focuses on the vulnerable and marginalised people of the Zambian population by advocating for pro-poor policies aimed at promoting economic development, poverty reduction as well as improved access to human rights and social services.	
Our Vision: <i>"A Just Zambian Society, Guided by Faith Where Everyone Enjoys the Fullness of Life"</i>	
Our Mission: <i>"To Promote Justice and Equality for all, Especially the Poor and Marginalised, Through Christian Values, Education, Care for the Environment and Influencing Policy Formulation."</i>	
Values	The underpinning values of the organisation which determine how we relate to ourselves and others as well as determining how we conduct our work:
1.	Human Dignity – respect for the essential equality of every human being as created in God's image and likeness and their potential for full human development is central to what we do;

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. Option for the poor means that JCTR's work will give preferential attention to the poor and the marginalised, recognising that the Gospel calls for the greatest response to be given to those in greatest need;
3.	Social Justice – JCTR is committed to a recalibration of four core relations: to self, others, God and the environment summed up in social justice. This recalibration strives to commit us to the eradication of poverty and promotion of equality for all and integral and sustainable development of human beings, societies and the created universe;
4.	Discernment – We uphold prayerful reflection on purpose, style, product, consequences of organisation and activities, therefore JCTR's activities are anchored in prayerful reflection on purpose, how our activities impact on the common good in keeping with the ethical principles of beneficence, non-maleficence, autonomy and justice;
5.	Rootedness – We are rooted in our common humanity and strive to be close to the lives of ordinary people and the most vulnerable in our society and share their joys and hopes, grief and anguish, especially those who are poor, marginalised, discriminated against on any grounds or in any way afflicted or overburdened;
6.	Environmental justice – JCTR is driven by respect for the environment and consciousness of the scarce resources available to us as humanity and promotes prudent use of resources and assets for the greater good;
7.	Transparency – we are clear and open about our aims, objectives, and activities and why we carry them out. Above all we aim to practise financial and resource transparency and report to all who support and cooperate with JCTR and to hold our elected leaders to account;
8.	Integrity - the adherence of JCTR staff to important moral principle and high professional standards during the implementation of all projects, leading to the establishment of working relationships based on honesty and trust.

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 two (2) strategic goals, four (4) intermediate outcomes and six (6) 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 all, especially the poor and marginalised in Zambia by 2027
Intermediate Outcome 1.1	<i>JCTR's advocacy efforts result in enhanced transparency and accountability in government's generation and utilisation of public resources.</i>
Immediate Outcomes	Immediate Outcome 1.1.1: Enhanced Advocacy to Increase Domestic Resource Mobilisation
	Immediate Outcome 1.1.2: Enhanced Transparent and Accountable Public Financial Systems
	Immediate Outcome 1.1.3: Children, youth, men and women including those living with disabilities have enhanced capacity and skills to hold their leaders accountable
Intermediate Outcome 1.2	<i>Enhanced participation of children, women, youths and persons living with disabilities in governance processes at national and local levels</i>
Immediate Outcomes	Immediate Outcome 1.2.1: Enhanced Consultation and Participation of Communities in planning and budgeting.

Strategic Goal 2:	Improved wellbeing for women, men, youth, children and persons living with disability through Enhanced access to basic needs
Intermediate Outcome 2.1:	Improved Availability and Use of Information on Just Economic Models
Intermediate Outcome 2.2:	Selected Public Policies and Laws Are Responsive to the Needs of the Poor and Marginalised by 2027
Immediate Outcome	Immediate Outcome 2.2.1: Improved access and delivery of social services
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) goals, twelve (12) interrelated intermediate outcomes and twelve (12) immediate outcomes, which are outlined below:
Strategic Goal 1:	Improved political and economic governance that is responsive to the needs of all, especially the poor and marginalised in Zambia by 2027
Intermediate Outcome 1.3:	<i>Enhanced prudent management of public resources in Zambia</i>
Immediate Outcome	Immediate Outcome 1.3.1: Enhanced engagement with duty bearers on prudent management of public resources in the target areas.
Intermediate Outcome 1.4:	<i>Enhanced transparency and accountability of government</i>
Immediate Outcomes	Immediate Outcome: 1.4.1: Improved financial transparency of Members of Parliament, the Cabinet and Political Parties

Intermediate Outcome 1.5:	<i>Enhanced participation of women, men, youths and persons with disabilities in governance processes at national and local levels</i>
Strategic Goal 2:	Improved wellbeing for women, men, youth, children and persons living with disability through improved access to basic needs
Intermediate Outcome 2.3:	<i>Improve the management of natural resources by government, public and the private sector</i>
Immediate Outcome	Immediate Outcome 2.3.1:
Intermediate Outcome 2.4:	<i>Enhanced transparency and accountability of government</i>
Immediate Outcomes	Immediate Outcome: 2.4.1: Improved financial transparency of Members of Parliament, the Cabinet and Political Parties
Intermediate Outcome 2.5:	<i>Enhanced constitutional and legislative framework that ensures protection for all, especially the vulnerable, the poor and the marginalised</i>
Intermediate Outcome 2.6:	<i>Promote the adherence at household level to the existing policies and legislations that aim at socio-economic well-being</i>
Intermediate Outcome 2.7:	<i>Promote a human rights based approach to development</i>
Intermediate Outcome 2.8:	<i>Promote adaptive social and economic measures at household level</i>
Strategic Goal 3:	Citizens and Institutions that are Animated by Catholic Social Teaching in Outlook and Practice
Intermediate Outcome 3.1:	<i>Servant Leadership that is focussed on service of the nation and promotes the needs of the poor and the marginalised.</i>

Intermediate Outcome 3.2:	Enhanced capacity of Faith-Based Institutions to Promote Catholic Social Teaching
Intermediate Outcome 3.3:	Enhanced Capacity of Civil Society Organisations to Develop and Implement Projects that are Pro-Poor and Inspired by the Values of Catholic Social Teaching

Strategic Goal 4:	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 five (5) immediate outcomes	
Intermediate Outcomes 4.1:	<i>Increased Operational Effectiveness (Fully Staffed, Well Equipped Organisation)</i>	
Immediate Outcomes	Immediate Outcome 4.1.1:	Enhanced Staff Capacity, Performance and Retention
	Immediate Outcome 4.1.2:	Improved Adherence to Institutional Policies and Control Systems
Intermediate Outcome 4.2:	<i>Expanded Financial Base and Improved Accountability</i>	
Immediate Outcome	Immediate Outcome 4.2.1:	Improved JCTR financial base
Intermediate Outcome 4.3:	<i>Improved Adherence to Financial Policies, Controls and Systems</i>	
Immediate Outcomes:	Immediate Outcome 4.3.1:	Improved Compliance with Financing Agreements and Good Governance Practices

	Immediate Outcome 4.3.2: Enhanced Knowledge Management
Project Development & Evaluation (PDE) and Research and Knowledge Sharing (RKS) Units	The PDE and RKS units play a supportive role to the SED and F&J programmes and are an integral part of the MOD unit. They therefore contribute to the same goal as the Finance and Administration as well as the Communication and Digital Engagement Offices. In ensuring that JCTR remains a well-recognised, sustainable, efficient and effective organisation the unit will continue providing the necessary support to enable the programmes continue to deliver relevant, effective
	and efficient interventions that address the needs of people in Zambia through three (3) intermediate outcomes and three (3) immediate outcomes
Strategic Goal 4:	A Well-Recognised, Sustainable, Efficient and Effective Organisation
Intermediate Outcome 4.4:	<i>JCTR has sufficient funds to implement and sustain its programmes</i>
Immediate Outcome	Immediate Outcome 4.4.1: Enhanced financial base for ensuring growth and long terms institutional sustainability
Intermediate Outcome 4.5:	<i>Increased credibility, partnerships and support from stakeholders</i>
Immediate Outcome	Immediate Outcome 4.5.1: Enhanced information flow between JCTR and its stakeholder on various issues regarding JCTR work
Intermediate Outcome 4.6:	<i>Improved programme performance and accountability</i>
	Immediate Outcome 4.6.1: Enhanced organisational M&E system which is effective and efficient

Activities	What we will do in order to achieve our goals:
	<p>JCTR's activities are grouped around four main pillars: Research, Advocacy, Education and consultancy on various social and economic issues:</p> <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
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 stakeholders 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:	

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.

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.

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:

- 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 is on course.

Resource Mobilisation and Sustainability – The funds needed and how we will secure them:

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.

JCTR has developed a Resource Mobilisation Strategy which is aimed at ensuring the Centre's its long-term sustainability. This focuses on: -

- 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

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