

**STRATEGIC PLAN FOR THE CATHOLIC COMMISSION FOR
JUSTICE AND PEACE OF LILONGWE DIOCESE
2006 - 2010**

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1.0 EXECUTIVE SUMMARY

The Catholic Diocese of Lilongwe is one of the seven Catholic Dioceses under the Episcopal Conference of Malawi (ECM). It has 33 parishes scattered throughout the seven districts of the Central Region of Malawi. Since its establishment, Lilongwe Diocese has been active in the provision of a number of essential services such as health, education and information. The Diocese has also established various commissions for efficient and effective delivery of social services in order to fulfil the pastoral work of the church in Lilongwe Diocese.

The Catholic Commission for Justice and Peace (CCJP) was established by Lilongwe Diocese in order to participate in the process of consolidating political change and contribute towards the creation of a just and people's rights, and the dignity for humanity.

Although the Commission for Justice and Peace is under the umbrella of the Diocese of Lilongwe, its mission goes beyond the institutional Church and is non-political and non-ethnic. It aims at promoting and reaching out to people at grassroots levels regardless of their religion, political and ethnic affiliations.

Initially, CCJP Lilongwe Diocese programmes focused on access to justice, civic education, economic literacy, training of animators, voter education and conflict transformation. However, CCJP Lilongwe Diocese was operating without a comprehensive plan, with no clear focus of priority areas. This situation also made fundraising a difficult undertaking.

Because of the above factors, CCJP Lilongwe Diocese decided to hold a Strategic Planning Process in order to establish the mission, vision and priority areas of CCJP Lilongwe Diocese.

The first strategic planning workshop was held at the Natural Resources College from 27th to 28th November, 2003 and the second meeting was held at Mulangeni Holiday Resort in Mangochi from the 16th to 19th of December 2003 where the strategic plan was further developed. The final input from the stakeholders was made at the Annual General Assembly which was held from the 19th to 21st of December 2005 at St. John's Secondary School in Lilongwe.

The plan looks at the background of CCJP Lilongwe Diocese. It also spells out CCJP Lilongwe Diocese mission, vision and values. Apart from the above, the plan identifies key priority areas of activity for CCJP Lilongwe Diocese to undertake. It also reveals CCJP Diocese's strengths, weaknesses, opportunities and threats.

2.0 HISTORICAL CONTEXT OF CCJP LILONGWE DIOCESE

In early 1992 Bishop Tarsizius Ziyaye, the Bishop of Lilongwe, facilitated the formation of the first Interim Executive Committee of the Catholic Commission for Justice and Peace. However, from 1992 through 1994, the political environment was not favourable to such initiatives and the operations of the Commission were at a low profile (CCJP Lilongwe Diocese, 2003).

With the dawn of multiparty democracy in 1994, the Commission began to sprout, which led to the first project phase accessing funding from two donors: BILANCE of the Netherlands and Catholic Relief Services (CRS) from the United States of America. The second phase was from 1999 through to 2002. Phase III started in May 2003 and wound up in June 2005. In 2006, CCJP Lilongwe Diocese will be celebrating 10 years of existence in justice and peace work.

The Project goal of the CCJP Lilongwe Diocese is to continue to promote social justice by increasing awareness of human rights and corresponding responsibilities in the strengthening of structures at Parish and outstation levels in order to identify and act on human rights violations. This goal reflects the Pontifical Council of Justice and Peace (Harare Conference Declaration of July/August 1996) which was a call-to establish and strengthen justice and peace commissions of the Episcopal Conferences and Dioceses, with emphasis on lay training programmes and orientation of outstations and Small Christian Communities to justice and peace issues.

Since its establishment, CCJP Lilongwe Diocese has implemented a number of activities in the areas of civic education, human rights awareness, Constitutional awareness, advocacy, and human rights literacy. However, in the course of projects implementation, other demands were placed on CCJP Lilongwe Diocese which it had not envisaged. This situation calls CCJP to remain focussed in order to create the necessary impact. The need for a Strategic Plan was also observed in the Evaluation Report of the Phase II Project (CCJP Lilongwe Diocese, 2003).

Therefore, this Strategic Plan is a response by CCJP Lilongwe Diocese to be more focused and strategic in issues of concern for the next five years, 2006 to 2010.

3.0 VISION

Its vision is a Malawian Society in which Human Rights, Rule of Law, Good Governance and Principles and Values of Democracy are observed based on the Gospel and Fundamental Teachings of the Church.

4.0 MISSION STATEMENT

To contribute to the creation of a God-fearing, just, loving and peaceful Malawi society through training, teaching, solidarity, justice and peace building initiatives.

5.0 CORE VALUES

In addition 7 core values were identified as being common. These are:

Human Dignity

We believe in the sanctity of life and that a human being is an image of God, so the dignity must be protected.

Steadfastness

We believe in the ability to witness to the Truth even under the most difficult circumstances.

Integrity of Creation

We believe that man must live in harmony with all creation and that all efforts must be tried to preserve creation.

Transparency and Accountability

We believe in conducting all transactions in an open manner at all levels.

Self Reliance

We believe in a self reliant Commission

On-going Formation

We believe in on-going formation for all members of the society in matters pertaining to justice and peace.

Solidarity

We believe in working with individuals and institutions who share similar cause in the promotion of justice and peace.

6.0 SWOT ANALYSIS

Organizational Strengths, Weaknesses, Opportunities and Threats

In order to operationalize this Strategic Plan, the Catholic Commission for Justice and Peace of Lilongwe Diocese is outlining some of its strengths, weaknesses, opportunities and threats.

Internal Analysis:

Strengths

- i. CCJP as an arm of the Catholic Church is well recognized.
- ii. CCJP Lilongwe is accountable and transparent.
- iii. Well established CCJP Secretariat with own office complex
- iv. Government's awareness of the existence of CCJP
- v. Lilongwe Diocese CCJP has a clear mission.
- vi. Increasing sense of Commitment among CCJP Animators, the Executive Committee and the Secretariat.
- vii. Lilongwe Diocese CCJP has core competences in animators (Volunteers)
- viii. Lilongwe Diocese CCJP has a clear Constitution.
- ix. Good conditions of service
- x. A well established secretariat with qualified staff
- xi. Strategically positioned in the Capital City of Lilongwe
- xii. Use of existing Church Structures to implement its programmes
- xiii. There is spirit of voluntarism among Parish Animators (Volunteers)
- xiv. Existence of an HIV/AIDS policy in the workplace
- xv. Existence of an ECM gender policy
- xvi. Broad and diverse target group
- xvii. Wider Catchment area

xviii. There is sustainability of Animators in the Church Structures

Weaknesses

- i. Inadequate training among CCJP members
- ii. Lack of continuity in the membership of CCJP committees and Animators.
- iii. Poor participation of the Clergy and the Religious in CCJP activities
- iv. High running and maintenance costs on vehicles and equipment
- v. Weak monitoring and evaluation systems
- vi. Weak reporting systems from the parishes to the secretariat
- vii. Lack of a wide donor base for stable funding for CCJP activities.
- viii. The HIV/AIDS workplace policy has no implementation funds
- ix. Uncertainty of projects funding
- x. Poor working relationship between CCJP members and the Clergy
- xi. Lack of Youth participation in CCJP activities
- xii. Limited powers in handling cases
- xiii. Inability to respond to emerging needs.

External Analysis:

Opportunities

- i. Malawi has a favourable political climate for Civil Society participation
- ii. There is no interference from the Diocesan Authorities in the operations of CCJP.
- iii. Increasing realization of the importance of justice and peace in integral development.
- iv. Increasing number of donors in other areas such as access to justice and integrity of creation.
- v. Donor's interest to continue funding programmes in democracy and human rights

Threats

- i. High illiteracy rates in the impact area of CCJP renders the work difficult where it involves distribution of literature
- ii. Political instability can affect the work of CCJP
- iii. Misconception by members of the community that CCJP has a lot of financial resources
- iv. Competition of resources among human rights organisations
- v. Donors are not interested to fund all personnel costs which put strain on the organization's resources
- vi. Impact of HIV/AIDS scourge on our already trained animators
- vii. Adverse macro-economic environment in Malawi

- viii. Poor coordination between the National CCJP Office and the Diocesan Office.
- ix. Other civil society organizations are recruiting our already trained volunteers.

7.0 THE THEMATIC ISSUES

The 2003 Annual General Assembly of Lilongwe Diocese CCJP that took place at the Natural Resources College from 27th to 28th November and the Report on the Evaluation of the phase II Project for CCJP Lilongwe Diocese outlined the way forward for Lilongwe Diocese CCJP to develop thematic groups based on the work of justice and peace. The participants brainstormed on the thematic areas as shown below.

Thematic Issues

- Leadership Training
- Conflict Management
- Human Rights Education
- Constitutional Awareness
- Education for Justice and Peace
- Research and Documentation
- Integrity of Creation
- Economic Literacy
- Governance
- Advocacy and Lobbying
- Civic Education
- Training for Transformation
- Social and Economic Rights
- Human Rights Monitoring
- Legal Aid and Advice
- Cooperation for peace (networking)
- Formation of leader

Institutional Issues

- Target Groups
- Information
- CCJP Lilongwe Diocese Structure
- Common Values
- Fundraising Strategy
- CCJP Capacity Building: Secretariat, Grassroots Committees and the Executive Committee.

These broader issues were further brainstormed and then rearranged during a staff retreat that took place at Mulangeni Holiday Resort in Mangochi from 16th to 19th December, 2003. Therefore, the thematic areas outlined below will be developed into strategic issues as follows;

- Leadership training
- Peace Building
- Human Rights Education
- Economic Justice
- Governance
- Access to justice
- Integrity of Creation
- Research and Documentation

8.0 Strategic Issues

8.1 Leadership Development

GOAL	OBJECTIVE	STRATEGIES	DESIRED OUTCOMES
A well developed, formed and quality leadership	- To train leaders at all level	- Leadership training	A vibrant community which has responsible leadership
	- To encourage women empowerment	- Women empowerment through various trainings and support	

8.2 Peace-building

GOAL	OBJECTIVE	STRATEGIES	DESIRED OUTCOMES
A peaceful Malawian society that co-exists	- To impart conflict transformation skills, intermediary roles and education for justice and peace	- Trainings in conflict transformation - Training for Transformation - Training in Catholic Social Teaching	A society which practices tolerance

8.3 Human Rights Education

GOAL	OBJECTIVE	STRATEGIES	DESIRED OUTCOMES
A Malawian society that is well grounded in education for human rights as well as education in human rights	To simplify legal instruments	<ul style="list-style-type: none"> - Print more Chichewa copies of the Constitution of the Republic of Malawi - Translate certain crucial documents into Chichewa 	Well informed citizens who observe the rule of law
	To conduct on-going civic education	<ul style="list-style-type: none"> - Parish CCJP Committees to come up with yearly action plans - Compile enough and relevant teaching materials for the animators and community based educators 	

8.4 Economic Justice

GOAL	OBJECTIVE	STRATEGIES	DESIRED OUTCOMES
A Malawian Society that has just economic systems	- To conduct economic literacy programmes	<ul style="list-style-type: none"> - Continued awareness on social, economic and cultural rights - Monitoring of the National Budget and budget briefs 	An economically empowered society.

8.5 Governance

GOAL	OBJECTIVE	STRATEGIES	DESIRED OUTCOMES
A Malawian society that has transparent, accountable and participatory leadership at all levels	- To build capacity of the communities in legislative literacy	- Baseline survey in legislative literacy - Production of manual in legislative literacy - Information provision - Exposure visits	An enlightened citizenry who participates in all the political processes of the country
	- To re-establish checks and balances in the various governance systems	- Trainings in decentralisation and local governance systems	

8.6 Access to Justice

GOAL	OBJECTIVE	STRATEGIES	DESIRED OUTCOMES
A Malawian society that respects Rule of Law	To provide justice to the poorest of the poor	- Intensification of clinic days - Documentation of cases - Speedy disposal of cases - Recruitment of a lawyer - Acquisition of legal instruments	A society that tolerates and lives in harmony

8.7 Integrity of Creation

GOAL	OBJECTIVE	STRATEGIES	DESIRED OUTCOMES
A Malawian society that is well informed in environment and natural resources management	To advocate for integrity of creation amongst the rural communities	- Establishment of environmental clubs in schools - Baseline surveys - Networking with other stakeholders	A society that lives in harmony with its creation

8.7 Research and Documentation

GOAL	OBJECTIVE	STRATEGIES	DESIRED OUTCOMES
A Malawian society that is well informed	To conduct research and document the results	<ul style="list-style-type: none"> - collection of facts relating to various enquiries - Baseline surveys - Networking with other Research Institutes - Establishment of Data Bank 	A Commission that has all the necessary information to carry out its work

ACTION PLAN 1

Issue: Inadequate formation of leaders

Goal: A well developed, formed and quality leadership

Objectives: i) To improve standards of training leaders

ii) To improve quality of formation of all categories of societal leaders

LEAD PERSON: The Coordinator

SPECIFIC ACTIONS	RESPONSIBILITY		SCHEDULE		RESOURCES	FEEDBACK
	MAIN	OTHERS	START	FINISH		
Leadership Training	CCJP Secretariat	CCJP Committees, Parish Councils	2006	2010	Human & Financial	Reports
Women Empowerment	CCJP Secretariat	CCJP Committees, Parish Councils	2006	2010	Human & Financial	Reports

ACTION PLAN 2

Issue: Peace Building

Goal: A peaceful Malawian society that co-exists

Objectives: - To impart skills in conflict transformation, intermediary roles and education for justice and peace

LEAD PERSON: The Coordinator

SPECIFIC ACTIONS	RESPONSIBILITY		SCHEDULE		RESOURCES	FEEDBACK
	MAIN	OTHERS	START	FINISH		
Conflict Transformation	CCJP Secretariat	CCJP Committees, ECM	2006	2010	Human & Financial	Reports
TFT	CCJP Secretariat	CCJP Committees, CCJP National Office	2006	2010	Human, Financial, Materials	Reports
Catholic Social Teaching	CCJP Secretariat	CCJP Committees, ECM	2006	2010	Human, Financial, Materials	Reports

ACTION PLAN 3

Issue: Human Rights Education

Goal: A Malawian society that is well grounded in education for human rights as well as education in human rights

Objective: To simplify legal instruments and make them available

LEAD PERSON: The Coordinator

SPECIFIC ACTIONS	RESPONSIBILITY		SCHEDULE		RESOURCES	FEEDBACK
	MAIN	OTHERS	START	FINISH		
Printing copies of Constitution	CCJP Secretariat	CCJP Committees, Donors, NGOs	2006	2006	Financial	Copies available
Translations	CCJP Secretariat	CCJP Committees, Donors, NGOs	2006	2010	Human & Financial	Reports
Production of Teaching Materials	CCJP Secretariat	CCJP Committees, Donors, NGOs	2006	2010	Human & Financial	Materials produced

ACTION PLAN 4

Issue: Economic Justice

Goal: A Malawian Society that has just economic systems

Objectives: - To conduct economic literacy programmes

LEAD PERSON: The Coordinator

SPECIFIC ACTIONS	RESPONSIBILITY		SCHEDULE		RESOURCES	FEEDBACK
	MAIN	OTHERS	START	FINISH		
Awareness on social, economic and cultural rights	CCJP Secretariat	CCJP Committees	2006	2010	Human & Financial	Reports
Monitoring of the budget	CCJP Secretariat	CCJP Committees, CBOs	2006	2010	Human & Financial	Reports
Access to markets	CCJP Secretariat	CCJP Committees, smallholder farmers	2006	2010	Human & Financial	Reports

ACTION PLAN 5

Issue: Governance

Goal: A Malawian society that has transparent, accountable and participatory leadership at all levels

Objectives: i) - To build capacity of the communities in legislative literacy

ii) - To re-establish checks and balances in the various governance systems

LEAD PERSON: The Coordinator

SPECIFIC ACTIONS	RESPONSIBILITY		SCHEDULE		RESOURCES	FEEDBACK
	MAIN	OTHERS	START	FINISH		
Baseline Survey	CCJP Secretariat	CCJP Parish Committees, Consultants	2005	2006	Human & Financial	Report produced
Production of Manual	CCJP Secretariat	CCJP Committees, MPs, Malawi Parliament	2005	2006	Human & Financial	Manual Produced
Information Provision	CCJP Secretariat	CCJP Committees, MPs, Malawi Parliament	2005	2010	Human & Financial	Reports
Parliamentary Tracking	CCJP Secretariat	CCJP Committees, constituents	2005	2010	Human & Financial	Reports

Exposure visits	CCJP Secretariat	Constituents	2005	2010	Human & Financial	Reports
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ACTION PLAN 6

Issue: Access to Justice

Goal: A Malawian society that respects Rule of Law

Objectives: To provide justice to the poorest of the poor

LEAD PERSON: The Coordinator

SPECIFIC ACTIONS	RESPONSIBILITY		SCHEDULE		RESOURCES	FEEDBACK
	MAIN	OTHERS	START	FINISH		
Intensification of clinic days	CCJP Secretariat	CCJP Parish Committees	2005	2010	Human & Financial	Reports
Documentation of cases	CCJP Secretariat	CCJP Parish Committees	2005	2010	Human & Financial	Reports
Recruitment of a lawyer	CCJP Secretariat	CCJP Parish Committees	2006	2007	Human & Financial	Lawyer recruited
Acquisition of legal instruments	CCJP Secretariat	CCJP Parish Committees	2005	2009	Financial	Legal instruments purchased

ACTION PLAN 7

Issue: Integrity of Creation

Goal: A Malawian society that lives in harmony with its creation

Objectives: To provide education in environment and natural resource management

LEAD PERSON: The Coordinator

SPECIFIC ACTIONS	RESPONSIBILITY		SCHEDULE		RESOURCES	FEEDBACK
	MAIN	OTHERS	START	FINISH		
Conduct baseline survey	CCJP Secretariat	Danish Hunters Association, WESM, Education	2007	2007	Human & Financial	Reports
Training of primary school teachers and advisers	CCJP Secretariat	Danish Hunters Association, WESM, Education	2007	2008	Human & Financial	Reports
Formation of environmental clubs	CCJP Secretariat	Danish Hunters Association,	2007	2009	Human & Financial	Clubs formed

		WESM, Education				
Community awareness meetings on environment and natural resource management	CCJP Secretariat	Danish Hunters Association, WESM, Education	2007	2010	Financial	Reports

ACTION PLAN 8

Issue: Research and Documentation

Goal: A Malawian society that is well informed

Objectives: To conduct research and document the results

LEAD PERSON: The Coordinator

SPECIFIC ACTIONS	RESPONSIBILITY		SCHEDULE		RESOURCES	FEEDBACK
	MAIN	OTHERS	START	FINISH		
Collection of information	CCJP Secretariat	CCJP Parish Committees	2006	2010	Human	Reports
Establishment of data bank	CCJP Secretariat	CCJP Parish Committees	2006	2007	Human & financial	Data bank established
Research and surveys	CCJP Secretariat	CCJP Parish Committees	2006	2010	Human & financial	Reports
Networking	CCJP Secretariat	CCJP Parish Committees	2006	2010	Human & financial	Reports

9.0 CRITICAL SUCCESS FACTORS

These are critical considerations and assumptions that CCJP Lilongwe Diocese must observe in order for it to successfully realize the intended results from implementing the strategic issues as they relate to vision and mission.

CCJP Lilongwe Diocese recognizes that in order to successfully implement this strategic plan, certain factors must be assumed to be available. Absence of those critical success factors may render the strategic plan implementation in-effective.

CCJP Lilongwe Diocese therefore has committed itself to the following critical success factors in order to successfully implement this strategic plan:

9.1 Leadership

It is assumed that CCJP Lilongwe Diocese will have leadership which is visionary, inspiring, accommodating of other people's points of view, supportive of standards, committed, approachable and able to delegate responsibilities.

9.2 Quality Commission's Programmes

It is assumed that CCJP Lilongwe Diocese will develop programmes that are:

- constantly reviewed
- appropriately adaptable to people's needs
- learning from within and outside
- consistent

9.3 Materials Resources

It is assumed that CCJP Lilongwe Diocese will:

- have adequate and up to date materials
- make maximum use of local resources
- skills and competencies to execute the programmes
- be accessible
- have standardized and well coordinated resources

9.4 Gender Equality

It is assumed that CCJP Lilongwe Diocese will make it a point that

- gender issues are mainstreamed and institutionalized
- women are empowered to take part in decision making
- change of attitude in men towards women is achieved

9.5 Sense of Ownership

It is assumed that all the stakeholders of CCJP Lilongwe Diocese will own and be committed to the requirements of the strategic plan and that various sectors will provide necessary support for its effective implementation.

10.0 CCJP STRUCTURES

Lilongwe Diocese CCJP Capacity Enhancement

Lilongwe Diocese CCJP capacities are seen at four levels of operation; at the Executive Committee, the Secretariat, Parish committee and Networking with other institutions. These levels refer to the various roles played by the executive committee, the secretariat and the parish committees. The secretariat is specific to the administrative management capacities of daily running the Catholic Commission for Justice and Peace.

10.1 The Executive Committee

For proper delivery of policy guidance to CCJP there is need to strengthen the capacity of the members of the Executive Committee. It is at the core in managing activities of CCJP, Coordination of all CCJP members and a resource custodian of CCJP resources. The Executive Committee therefore requires having a broad and strong base of board management skills, development and management of broad/joint programmes to spearhead the CCJP agenda. Development of clear operational guidelines, functional areas, roles and responsibilities of each of the CCJPs structure is of crucial importance to having a well-focussed CCJP.

Goal

An Executive Committee that renders maximum support to the organization.

Objectives

- Training for Commissioners

10.2 The Secretariat

The secretariat requires more of the administrative capacity build up. The secretariat's skill capacity gaps will have to be constantly reviewed as the CCJP establishes itself so that administratively it is responsive and efficient to the needs of justice and peace promotion. Currently, the secretariat needs to be abreast with programmes of justice and peace and of course management of the secretariat. Thus, the secretariat requires physical communication facilities and other material requirement such as vehicles and own office buildings.

Goal

An efficient and effective Secretariat

Objectives

- Capacity Building
- Training
- Acquisition of equipment
- Office Expansion (own Building)
- Creation of CCJP fund
- Periodic performance assessment

10.3 Parish Committees

There is also need to strengthen the capacity of parish committees in order to ensure efficiency and effectiveness in the delivery of justice and peace programmes in the diocese. Specific skill gaps will be worked on as tasks arise. Primary skills in training, facilitation, animation, advocacy, networking and monitoring require sharpening as seen from the activities that CCJP has ventured into. With the expansion of Lilongwe Diocese CCJP to cover as many areas as possible, there is need for skills cross-fertilization from within CCJP structure to build the capacity of the parish committees for better networking, advocacy, management and proposal development including accountability aspects. We also realise that information management and transfer is a key component in networking. It is therefore imperative that a good IEC (Information, Education and Communication) skill base is built within CCJP.

Goal

Efficient and effective parish committees.

Objectives

- Training
- Provision of resources to parish committees
- Motivation of Parish Animators (Economic Empowerment)
- Production of identify cards
- Exposure visits
- Refresher programmes
- Integration of Justice and Peace Parish committees into the Parish Council (and security of office space at the parish for Justice and Peace activities).

10.4 Networking with other Institutions

Goal

To advance the cause for Justice and Peace

Objectives

- Communication with National Office and Sister institutions
- Participation in fora that deals with matters of National importance.

11.0 CROSS-CUTTING ISSUES

11.1 HIV/AIDS

Lilongwe Diocese CCJP comprehends the adverse impact of HIV/AIDS on livelihoods. We realise that HIV/AIDS challenges efforts in promotion of justice and peace by eroding the human resources and institutional capacity of the service. HIV/AIDS disrupts organised activities owing to frequent ill health and funerals of animators. We also recognise its effect on erosion of labour quality and quantity at all levels – Diocesan, Parish and small Christian community levels. Lilongwe Diocesan CCJP also takes into consideration the efforts of HIV/AIDS on running down on assets for affected animators, staff and parish communities and subsequent effects on the justice and peace structures.

Lilongwe Diocese CCJP takes these factors into consideration in strategizing for its activities so as to incorporate activities that help replenishing of eroded human resources and skills, prevention of the spread of the epidemic and mitigating the impact of HIV/AIDS on animators. We also strategize to promote justice and peace as one means of helping affected households cope with the problem.

11.2 Gender

Although gender, like HIV/AIDS is not specific to justice and peace sector, it is so integral to the success of justice and peace programmes. We realise that inequalities between men and women has consequential effects on the delivery of effective and efficient justice and peace programmes. Further to this the HIV/AIDS dimension in the sector brings more gender specific challenges that call for carefully designed interventions that take gender differentials into account. The different roles men and women play in the promotion of justice and peace mean that the illness or death of a man or woman in a household requires differentiated interventions to bring the household back because the effects are different on delivery of justice and peace programmes.

12.0 CONCLUSION

It is also worth mentioning here that this strategic plan will also guide all our 33 Parish Committees in their action plans. Even though the plan seems ambitious, it is quite achievable within the envisaged time. It only demands cooperation from all the necessary stakeholders; the Executive, the Secretariat, the Parish Committees, the Donors and the Diocesan authorities.

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