



Zambia Conference of Catholic Bishops (ZCCB) - Zambia Episcopal Conference (ZEC)

A unified and empowered Conference committed to
the proclamation of faith for the salvation of all.

Strategic Plan 2017-2026

STRATEGIC PLAN INSPIRATION

BE OPEN TO THE TRUTH

Keep wide open. Have no preconceived ideas regarding the way, the truth and the life; simply know that when you keep open and allow truth to enter, it is the truth that sets you free. But unless you open yourself to the truth it cannot enter in and reveal the way to you.

You hold the key, you have to unlock the door, but once you have done that truth can do the rest and reveal to you the way to life. Life eternal and a whole new world will open up for you. Let not intellectual pride, nor preconceived ideas, opinions and prejudices lock and bar the way; nor close yourself to truth because it does not come, through conventional or orthodox channels. It is so easy to slam the door on truth because it is revealed through some unusual and unorthodox means.

You are moving into the new and therefore you must be prepared for many new ways and means. You cannot hold on doggedly to the old and refuse to expand your consciousness to accept something entirely new simply because you are afraid that if you do so, it might disrupt your nice conventional, smooth-flowing life, and turn everything upside down.

You have to be willing to branch out, to try new experiments, to step out into the unknown.

You have even to be willing to make mistakes, and learn by those mistakes, knowing that as you do so, you will keep growing in wisdom and knowledge, and understanding, preparing yourself for even newer and more wonderful revelations.

Eileen Caddy

The Spirit of Findhorn

FOREWORD

The Zambia Conference of Catholic Bishops (ZCCB), formerly the Zambia Episcopal Conference (ZEC), is an assembly of Catholic Bishops in Zambia constituted as a permanent institution by the Holy See to promote the common good of the people of God entrusted to its care. Through this, it jointly exercises its pastoral office, particularly deliberating on matters of common interest and by enacting forms and methods of the apostolate adapted to the circumstances of time and place (Cf. Canon 447).



Since its inception, the Catholic Secretariat which is charged with the responsibility of serving the needs of the Conference of Bishops has been growing both in size and the number of departments that it runs.

Over the years, concerns were raised that it needed to be restructured. Basing on the recommendations of the 1987 evaluation report and the 1999 CORAT report, measures were taken to re-structure and streamline the Catholic Secretariat. This was done to make the institution more efficient and have increased capacity to sustain itself.

Further attempts to reform the Secretariat were influenced by a process of selfreflection that was conducted by facilitators from the Bishop Dennis Business Management (BDBM) Consultancy Trust. Recommendations from this evaluation fed into discussions that were held in 2015 to re-organise and rebrand ZEC. In doing so, the Conference of Bishops, agreed to develop a 10 year Strategic Plan that will not only help the Church in Zambia to be more effective in its mission of integral evangelisation but also to restructure the

Catholic Secretariat in order to make it more responsive to the needs of the Conference and the people of God which it serves.

I have no doubt that by following and implementing this Strategic Plan, the rebranded Conference under the acronym of ZCCB will acquire a new lease of life that will enhance the operations of the Conference and its Secretariat and thus make it a wellcoordinated and managed institution. In this way, the Church in Zambia will be taking the necessary steps towards becoming a self-propagating, self-ministering and selfsustaining Local Church.

Whilst wishing the Conference every success in this mammoth task, I pray for God's continued guidance and blessings to the esteemed members of the Conference and the Catholic Secretariat staff who will play a key role in implementing this long awaited Strategic Plan.

**Most Rev. T-G Mpundu
Archbishop of Lusaka
ZAMBIA EPISCOPAL CONFERENCE**

ACKNOWLEDGMENTS

This Strategic Plan which is a fruit of a long journey of reflection and introspection by key stakeholders of the Catholic Church in Zambia could not have come at a more opportune time. The Plan is also a result of the inspired decision made by the Bishops' Conference to develop a document designed to be the 'Magna Carter' of the work of the Church in the coming ten years (2017 - 2026). Indeed, this project has been made possible by the overwhelming support and generosity of many people in Zambia and elsewhere.

The Conference is deeply grateful to all collaborators who invested their time, intellect and resources leading to the fruition of this project. The project drew inspiration from the earlier Organisational Development interventions among which is the CORAT AFRICA Evaluation of 1999, the Catholic Secretariat Strategic Framework Paper of 2006 to 2011, and the Second CORAT Evaluation of 2012. All these interventions advised the need for Bishops' Conference to embark on a systematic long-term planning process that would result into a comprehensive plan document for Conference to help it achieve its mission in a more effective way.

The Conference is grateful to the technical accompaniers, Ms Mpala Nkonkomalimba and Mrs Mulima Kufekisa Akapelwa who accompanied the drafting team to draw up the skeleton document which the drafting team built on to eventually come up with the first, second and final drafts of the Strategic Plan document. Thank God, they were patient enough to work with us over a long period of time until we eventually came up with this document. Many

thanks indeed also go to the drafting team, the hardworking members of the Catholic Secretariat and invited members from the institutions of the Bishops' Conference as well as other members of the Church. Their analytical wisdom, meticulous attention to detail and their profound quest for a better presentation of ideas as well as their unfailing encouragement led to the completion of this project. The document was finally adopted and approved by the Bishops' Conference.

The Conference also acknowledges with thanks and appreciation the technical support from Bishop Denis Business Management Consultancy Trust (BDBM-CT) in the initial institutional assessment of Bishops' Conference and particularly the Catholic Secretariat. Their assessment brought to the fore an understanding of the strength, weaknesses and opportunities of the Conference which formed a good basis for long term planning.

This strategic plan was made possible to a greater extent with a significant financial assistance from the United States Conference of Catholic Bishops (USCCB), the Catholic Relief Services (CRS), the Pontifical Mission Societies (PMS), CAFOD and the Joint Country Programme (JCP). We are deeply grateful to all the benefactors for visibly demonstrating their pastoral solidarity with the Catholic Bishops in Zambia through this and many other projects.

May the Good Lord bless you all!

LIST OF ABBREVIATIONS

AMECEA	Association of Member Episcopal Conferences of Eastern Africa
ARMZ	Association of Religious Men in Zambia
ART	Antiretroviral Therapy
AZADCC	Association of Zambia Diocesan Catholic Clergy
BDBM- CT	Bishop Denis Business Management - Consultancy Trust
CAFOD	Catholic Agency for Overseas Development
CAMH	Cardinal Adam Memorial Hospital
CCD	Catholic Commission for Development
CCJDP	Catholic Centre for Justice, Development and Peace
CCJP	Catholic Commission for Justice and Peace
CCZ	Council of Churches in Zambia
CHAZ CIB	Churches Health Association of Zambia Caritas Insurance Brokers
CMS	Catholic Media Services
CMS TV	Catholic Media Services Television Studio
CORAT	Christian Organisations Research Advisory Trust Catholic
CRS	Relief Services

CSMT	Catholic Secretariat Management Team
CSOs	Civil Society Organizations
EA	Ecclesia in Africa
FAD	Finance and Administration Department
EFZ	Evangelical Fellowship of Zambia
GBV	Gender Based Violence
GDP	Gross Domestic Product
GRZ	Government of the Republic of Zambia
HBC	Home Based Care
HDI	Human Development Index
HIV	Human Immune Virus
JCP	Joint Country Programme
MDGs	Millennium Development Goals Monitoring
M&E	and Evaluation
NCCW	National Council for Catholic Women
NCCY NCL	National Council for Catholic Youth National Council for the Laity
NGOs	Non-Governmental Organisations
PMS	Pontifical Mission Societies
SECAM	Symposium of Episcopal Conferences of Africa and Madagascar
SP	Strategic Plan
SNDP	Sixth National Development Plan
VGI	Veritas General Insurance
WIG	Women in Governance
ZAS	Zambia Association of Sisterhoods
ZCCB	Zambia Conference of Catholic Bishops, used interchangeably with the term 'Conference'
ZEC	Zambia Episcopal Conference
Z M	W Zambian Kwacha
ZINGO	Zambia Interfaith Networking Group on HIV and AIDS

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1. EXECUTIVE SUMMARY

The Zambia Conference of Catholic Bishops (ZCCB), formerly known as Zambia Episcopal Conference (ZEC) is an assembly of Catholic Bishops in Zambia constituted as a permanent institution by the Holy See to promote the common good of the people of God entrusted to its care. Through this, it jointly exercises its pastoral office, particularly deliberating on matters of common interest and by enacting forms and methods of the apostolate adapted to the circumstances of time and place (*Canon 447*).

In order to effectively carry out its mandate of evangelisation, the Conference has established operational structures, namely, the Plenary Assembly, the Executive Board, the Catholic Secretariat, Commissions, Departments, Committees and Agencies/institutions. The Catholic Secretariat serves the Bishops' Conference and anchors the work of various Commissions under the Conference.

This strategic plan covering the period 2017 - 2026 captures the overall impacts and expected outcomes that ZCCB expects to see and forms a basis on which all the operational structures will continue to operate. The overall long term impact that ZCCB hopes to see is a **Zambian people that have a deeper faith and are morally upright**. In the medium term, ZCCB further expects to have the following impacts: The first is that **there is a stronger prophetic voice by the Conference and the Church as a whole** and the second is that **there is integral/holistic witnessing by imitating Christ "Imitatio Christi"**.

To achieve these impacts, ZCCB has further identified five key outcomes through which it will continue to guide the work of these operational structures and help coordinate their interventions. These are as follows:

- i. **Providing effective oversight in the running of the Catholic Secretariat and its related institutions;**
- ii. **Committed to authentic evangelization and a missionary spirit;**
- iii. **Have efficient and effective structures, applying best practices and Catholic ethos in the service of its mission that responds to the signs of the times;**
- iv. **A fostered strong partnership with relevant stakeholders to achieve its mission; v. A self-sustaining Conference with good stewardship of resources.**

1.1 The Vision and Mission of the Conference

The vision of the Conference is:

A unified and empowered Conference of Catholic Bishops in Zambia that is inspired by the Word of God

The mission of the Conference is:

We, the Conference of Catholic Bishops in Zambia at the service of unity in diversity, inspired by the Word of God, are committed to the proclamation of faith, meaningful celebration of liturgy and authentic witnessing through our structures for the salvation of all.

1.2 The ZCCB Values

- ❖ **Faith:** Expression of our relationship with God, others and the rest of creation through the Word of God and Prayer.
- ❖ **Unity:** The oneness of purpose and mission/working together to realise common objectives.
- ❖ **Justice:** Doing what is right to all.
- ❖ **Integrity:** To uphold high levels of honesty and accountability.
- ❖ **Love and Service:** Selflessness and goodwill to others without counting the cost.
- ❖ **Commitment:** Commitment is the real driving force in anything we need to accomplish. In our work, this will entail carrying out our mission with passion and zeal.
- ❖ **Solidarity:** We are called by the principle of solidarity to take the parable of the Good Samaritan to heart (Luke 10:29-37), and to express this understanding in how we live and interact with others. In our work, this will translate in mutual support and acting together for the common good.

1.3 Focus Areas and Statements of Strategic Intention

A) Addressing Strengths and Opportunities

ZCCB is a faith based institution whose intention is to become a Conference;

- a) founded on Sacred Scripture, Sacred Tradition, and is at the service of unity in diversity inspired by the Apostolic faith,
- b) that is committed to effective proclamation of the Good News, renewed catechesis, meaningful celebration of liturgy and authentic witnessing to our faith through works of charity, taking full advantage of the mass media and social media, c) that ensures efficient and effective structures, systems and policies, applying best practices of administration in the service of its core mission.

B) Addressing Weakness

The intention of ZCCB is to become the Conference:

- a) with a functioning strategic plan that directs its efforts, financial and human resources to priority areas to ensure self-sustainability,
- b) that generates and manages its financial resources in an efficient and accountable manner, using the best “business” practices,
- c) that is guided by clearly defined and coherent statutes and by-laws,
- d) whose institutions are managed professionally, are financially viable and contribute effectively to its core mission,
- e) whose human resources is professional, disciplined and well-motivated to achieve its mission,
- f) whose role and place in the structure of the Church is clearly defined, articulated and made known to all stake holders.

C) Addressing Threats

ZCCB wants to become the Conference:

- a) that harnesses its available tools of evangelisation to effectively counter the threats posed by mushrooming Christian sects and non-Christian religions,
- b) that articulates the teaching of the Church, without compromising its moral and doctrinal value, to form the conscience of the faithful so as to counter the threats posed by secularism,
- c) that engages government and political players to lobby and advocate for policies that favour enhancement of the common good and freedom of religion and worship,
- d) that promotes and supports good African and Christian values in the protection of human life,
- e) that responds to the challenges posed by HIV/AIDS and other diseases in collaboration with other actors in supplementing Government effort.

2.0 INTRODUCTION

The Bishops undertook a Strategic Planning exercise to examine the existing organisational structures, business processes, practices, procedures, policies and the underpinning philosophies in the governance of the Conference, in the light of the current and future challenges.

This strategic planning process was the culmination of long evaluation processes that started as far back as 1999 with an Institutional Evaluation carried out by CORAT Africa focusing mainly on financial sustainability of the Conference. The Institutional Evaluation was followed by the development of the Strategic Framework Paper (SFP) by the Catholic Secretariat for the period 2006 -2011. The Catholic Secretariat realised that it was imperative to formulate a new strategic direction which would help the Secretariat become more well-coordinated, effective and have a commonly shared vision¹in its mandate as delegated by the Conference.

In 2012, another intervention in the form of an evaluation of the Catholic Secretariat was undertaken by CORAT Africa. The objective of the evaluation was to review the performance of the Catholic Secretariat as an institution of the Conference against its set objectives. The evaluation results were to be a basis for developing a new strategic direction for the Conference.

In 2013, the Bishops resolved to come up with a comprehensive Strategic Plan for the Conference. This was preceded by an institutional assessment of the departments at the Catholic Secretariat for the period 2013 - 2014. Bishop Dennis Business Management Consultancy Trust (BDBM-CT)of Ndola Diocese was mandated by the Conference to undertake the assessment.

The main objectives of this assessment were:

1. To examine the original purpose and assess current operations of the Conference and recommend scientifically derived interventions with the view to increasing its

¹ Cf. CORAT, 2012, *The Institutional Evaluation Report*.

- operational efficiency, effectiveness and general health aligned to its strategic intentions;
2. Examine and assess management systems, practices and procedures to derive objective information regarding the Conference's operational strengths and weaknesses in the overall management of operations, programmes and projects and recommend interventions to institute "best practices";
 3. Examine and assess organizational arrangements, statutes and by-laws and test their efficiency, effectiveness and efficacy of current arrangements and construction(s) of the statutes;
 4. To create a basis for organisational renewal and development through the institution of "best practices" in the organizational makeup in all its operations to ensure the long term survival, care and "oneness" of the Church;
 5. To review focus areas and assess strategic positioning of the Conference with regard to emerging issues in the world and the country in particular.

A critical part of undertaking this assessment was to identify priority interventions to be undertaken by the Conference. BDBM-CT also facilitated the visioning and change management workshops, first with the Bishops and then with representatives from different constituencies of the Catholic Church.

This Strategic Plan analyses the internal and external environment within which the Catholic Church in Zambia operates. It also identifies opportunities and recognises the threats that are prevalent in Zambia society and proposes interventions the Conference should make to fully utilise opportunities and confront the threats. Through the programme of its structures and institutions, the Conference will endeavour to contribute to the integral transformation of the Zambian society. Thus, the Strategic Plan is a systematic tool the Conference will use to implement its work.

The ZCCB Strategic Plan outlines five Programmes based on the five strategic outcomes identified from the Context Analysis, SWOT analysis and the institutional climate survey. These Programmes are:

1. **Authentic Evangelisation** - building the capacity of formators or agents of evangelization (Priests, religious, catechists) to enable them roll out the formation; and to enhance the role of the laity in the mission/evangelization of the Church, enrich liturgical celebration and renew Biblical and Catechetical Apostolate.
2. **Governance and Management Programme** - strengthening and enhancing the capacity and structure of the Conference and its affiliate institutions.
3. **Efficient and Effective Structures** - to become an effective tool of integral evangelisation and also providing services to the people of Zambia. This involves undertaking restructuring of the ZCCB departments and making them aligned to the ZCCB vision and mission. It also involves promoting the Catholic ethos in all its programmes under it.
4. **Fostering Stronger Partnerships** - designed to make ZCCB build its relationships and linkages with National Catholic institutions, with the religious and clergy, with the government and the all cooperating partners and
5. **Fostering Self-Sustainability and Good Stewardship** - make the Conference grow its business portfolio keeping in mind the dwindling external funding. This is in order to ensure that all programmes under the different departments of the Conference are running smoothly without any financial hurdles. This programme is also designed

to strengthen the Bishops' oversight role in relation to the business aspect of the Conference.

The formulation of the SP Implementation framework shall be the first activity to take place soon after the launch of the document. Additionally, the vision and mission statements as well as organisational values for the Conference will serve as anchors for the organisation as it implements various activities.

Finally, the SP proposes a monitoring system at the micro and macro level with clear target oriented performance indicators.

3.0 SITUATION ANALYSIS

3.1 The Country Context

The Catholic Church in Zambia operates in a specific socio-economic and political context which affects its focus and strategies in relation to the pastoral and developmental needs of the people. It is an integral part of society and if she has to be credible, she has to be relevant to the day to day life struggles of the people of God. The Church has to be the Church that 'sees' and truly brings Good News to the people of God.

Therefore, the Catholic Church answers to the challenges of the time in line with the teaching of the Second Vatican Council:

*"The joys and hopes, sorrows and anxieties of the people of the world, especially people who are poor and those who are suffering are also the joys and fears, sorrows and anxieties of the people of God."*²

The Church understands that everything that is truly human touches the followers of Jesus Christ. "Christians feel deeply everything that happens in human life. It echoes deep in their heart. This is true because Christians are also members of the human family"³ Therefore, the Catholic Church in Zambia continues to play its part in the livelihoods of the people through its social programmes in education, health, and youth apostolate and women empowerment³.

Zambia was declared a low middle income country in 2011 and is said to have experienced economic growth, yet the majority of the Zambian citizens remain poor. The 2010 Living Condition Monitory Surveys (LCMS), show that poverty levels have remained high at 60.5% and the percentage of the extremely poor at 42.3%. Zambia has continued to face daunting high poverty levels. Zambia's Gini coefficient⁴ has deteriorated from 50.7 in 2004 to 57.5 in 2015, which depicts an increase in inequality in the distribution of wealth within the

² Second Vatican Council, 'Gadium et Spes'- Pastoral Constitution on the Church in the Modern World #1, 1965. ³Ibid

³ Cf. 'Ecclesia in Africa, (1994), The Church in Africa is called to be relevant and credible.

⁴ Gini Coefficient (Index) measures the extent to which the distribution of income (or, in some cases consumption expenditure) among individuals or households within an economy deviates from perfectly equal distribution. A coefficient of 0 indicates perfect equality and a coefficient of 100 indicates perfect inequality.

economy. There remains a consistent challenge to translate economic growth into meaningful development.

According to the 2015 Human Development Index report ranking, Zambia ranks 139th out of 188 countries. The report also places Zambia at 135 out of 152 countries ranked on Gender inequality. In addition, the 2015 Global Hunger index⁵ places Zambia as one of the countries that have the highest proportion of undernourished people, between 48% and 53% of the population.

The above scenario is notwithstanding the fact that Zambia is endowed with immense natural resources of minerals, land, water, forests and wildlife. Government has also implemented several poverty reduction programmes but these programmes reach only a small proportion of the vulnerable groups they are supposed to cover. Service delivery is poor and inconsistent and there seem to be lack of coordination between ministries, other government agencies, donors, international organizations and NGOs.⁶

3.2 Political Context

Zambia has a multiparty system of governance anchored on the constitution and the rule of law. Since reverting to multiparty democracy in 1991, Zambia has made progress in democratisation, but much more still remains to be done. There is still great need to entrench a democratic culture among the people given the level of intra and inter political intolerance being exhibited in Zambia.

In an attempt to strengthen governance and entrench the multiparty system, Zambia has since 1991 undergone five constitutional reform processes that have unfortunately failed to achieve the intended results of developing a people driven constitution. This has in the main been due to lack of political will by the subsequent sitting governments. The effects of this situation have been the polarisation of Zambia's political environment and high public expenditure occasioned by protracted Constitutional reform processes.

3.2.1 The Constitution

The new regime of President Edgar Lungu elected during the Presidential By-Election in January 2015 came with a campaign commitment to enact a new Constitution when elected. The whole later part of 2015 was spent discussing the mode of enacting a new constitution. Under very controversial and highly contested circumstances, the Ministry of Justice presented to Parliament the Constitution Bill No. 16 of 2015 which was controversially debated and later gave birth to Zambia's 2016 Amended Constitution to which the President assented on January 6th 2016.

The challenge that has come with the new constitution is that the Bill of Rights could not be amended by Parliament because they have no mandate to do so outside a referendum. This means that many social aspirations by Zambians which were hoped to be addressed by a reformed bill of rights have not been attended to. The desired holding of the referendum

⁵ This index measures the proportion of undernourished in the population, prevalence of underweight in children under five years and under-five mortality rate

⁶ *ILO/DFID Social Protection Expenditure and Performance Review and Social Budget June 2008*

alongside the 2016 Tripartite elections has raised questions as to whether it will produce the intended goals.

The other challenge with the new Constitution is that Zambia will have General Elections on 11th August 2016. The Constitution has new provisions that affect the electoral process and its legal framework but government has not provided a roadmap for the implementation of these changes, few months to the election date. This has potential to create a legal crisis in the electoral process.

On the other hand, non-state actors particularly the Oasis Forum have consistently promoted a campaign for Constitutionalism. This campaign started with the 2001 action to stop the then sitting President, Mr Fredrick Chiluba, from orchestrating amendments to the Constitution to allow him take a third Presidential term of office.

3.2.2 Corruption

Corruption still stands as one of the major impediments to good governance and development in Zambia. Although Zambia's world rating in corruption has improved over the last five years, some challenges still remain and these include: inadequate commitment to fight corruption by respective governments; lack of public access to information, political interference in the fight against corruption; weak legislation that does not protect whistle blowers and the institutions established to fight corruption; compromised law enforcement institutions; and the public's mind set and value system that does not abhor corruption, that is, a growing culture of tolerating corruption.

3.2.3 Human Rights

Zambia has taken various measures to protect and promote human rights and the rule of law through constitutional, legal, policy and programmatic measures. The main challenges with respect to human rights and the rule of law in Zambia include: the non-domestication of several international instruments and conventions; lack of protection of socio-economic and cultural rights in the Constitution; inability of many victims (especially women) of human rights abuse to access remedial actions due to high costs of litigation and distances to areas where institutions of redress are available, especially in rural areas. Further, there is limited awareness of human rights among majority citizens especially in rural areas and statutory institutions mandated to promote, enforce and defend human rights are under resourced.

In response to this, the Conference will through its departments continue to undertake advocacy work and public awareness to promote human rights as well as respect for the rule of law.

3.2.3.1 Disability

Discrimination against people with disabilities is a human rights issue. The World Health Organization (WHO) estimates that about 2 million women and men in Zambia, or 15 % of the population, have a disability. A higher percentage of people with disabilities live in rural areas where access to basic services is limited.

The Catholic Church is alive to the fact that people living with disabilities (PWDs) are vulnerable when it comes to access to health, education and participation in governance

processes. The Church will integrate education such as St. Mathias Mulumba in Choma, Cheshire homes to provide special education to children with disabilities. Therefore, the Conference will implement its programmes taking into account the situation of PWDs as a cross cutting issue.

3.3 Economic Context

During the past decade, Zambia's economy has shown impressive growth averaging above 7% per annum. Growth was driven by investments in the mining sector with spill over effects into construction, transport, communications, wholesale and retail. The country is now classified as a low medium income, making it likely to lose its eligibility for concessional loans from multilateral organisations.

However, the economy continues to remain vulnerable due to external shocks and its dependence on copper mining and rain-fed agriculture.

The Zambian economy in 2016 has undergone an economic trauma having being shown by high inflation, increasing debt levels, fall in the demand for copper and subsequently low copper prices, devaluation of the kwacha, electric power cuts and poor rainfall have dampened the pace of economic activity. Meanwhile, budget austerity, tightened monetary policy, increased interest rates have been some of the responses government has taken to address the country's economic setbacks. This has put immense pressure on livelihoods and industries and also resulted in job losses especially in the mining sector as well as escalating the poverty situation.

3.3.1 The Agriculture Sector

Although the agriculture sector has grown at a rate of 10% during the period between 2009 and 2012, its contribution to the Gross Domestic Product (GDP) is still low at 20.2% compared to 33.5% and 46.3%⁷ for services. This is despite the fact that the majority of the population (over 80%) are engaged in the agriculture, with women being marginally more than men in the sector⁸. Although women form about 80% of the labour force in agriculture, they have little control of and access to productive resources and assets such as land and credit. Women benefit less than men from the Farmer Input Support Programme. GRZ's agricultural policy is heavily skewed towards maize production to the detriment of other sub-sectors. Challenges of the agricultural sector include over emphasis on maize as a cash and food crop; over-dependence on rain-fed agriculture, especially by small scale farmers; over-dependence on expensive, environmentally unfriendly chemical fertilizer; poor crop marketing arrangements; poor agricultural extension services; poor rural infrastructure (roads, storage facilities) to support agricultural production, chaotic crop marketing arrangements and a politicisation of the Farmer Input Support Programme (FISP). IAPRI⁹ research has shown that FISP is poorly targeted, resulting in low access by the rural poor.

⁷ See 'Zambian Economy Profile' 2013 www.mundi.com/zambia. The figures given are estimates for 2012.

⁸ LCMS

⁹ IAPRI poor targeting of FISP

The prospects for agriculture in the 2016/2017 farming season have been put in great jeopardy with the projected low rainfall pattern in the country. Nonetheless, the Catholic Church in Zambia shall continue to implement programmes aimed at promoting sustainable agriculture and assisting especially the peasant farmers in the rural areas to adapt to climate change by using innovative methods of conservation farming.

3.3.2 Public Finance and Resource Management

The legislative framework for public financial management and the budget process is inadequate with a lack of mechanism for citizens to determine priorities, absence of legislation to guide the budget process; insufficient stakeholder consultation (including the legislators) when preparing the national budget; weak oversight systems in government, narrow tax base, and an increasing debt burden post the HIPC initiative.

There is also a hot debate on how much Zambia is benefiting from its natural resources in the context of multinational companies exploiting the resources. Studies have shown that multinational companies are contributing a pittance to the national treasury compared to the huge amounts of profit they are making from such resources. If Zambia has to develop and sustainably reduce poverty, the country has to derive full benefits from its God given resources.

The Conference, inspired by *Laudato si'*, will step up its work and advocacy in the extractive industries to demand just taxes and put extractive companies to account on sustainable extractive practices.

3.3.3 Debt Contraction

The increasing public debt has continued to raise concern in the Nation. Despite huge debt forgiveness (approx. \$ 7billion) at the turn of the 2000, external debt has again accumulated to about \$ 4.7 billion at the close of 2014. During the period under review, Government succeeded in borrowing three Eurobonds of \$750M in 2012, \$1 billion in 2014 and \$1.25M in 2015 and has already shown likelihood to default on payments of the bond premiums in 2022, 2024 and 2025. The domestic debt currently was standing at 32% of GDP which is above recommended levels which means that it would crowd out private sector access to finance.

	1st EUROBOND	2ND EUROBOND	3rd EUROBOND
ISSUED	September 2012	April 2014	July 2015
AMOUNT	\$750 million	\$1.00 billion	\$1.25 billion
TENOR	10 years	10 years	11 years (Average)
MATURITY	2022	2024	2025/2026/2027

INTEREST PAID BY CONVERNAMENT ANNUALLY	\$42.2 million	\$85.00 million	\$117.2
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Other debts include a \$67 million loan from the World Bank, aimed at helping improve the health delivery systems with focus on women and children in the low-performing provinces, namely Western, North-Western, Northern, Muchinga and Luapula. There is a real risk that Zambia will once again degenerate into an unsustainable debt trap if the current borrowing trend is not checked. Parliament further approved an increase in the debt threshold from K35billion to K60 billion.

The Conference will thus continue advocating for debt contracting laws that will entail transparency in government debt contraction and Parliament playing a bigger oversight role. The Conference is also contemplating to facilitate a Debt Conference where stakeholders will discuss the debt situation in Zambia.

3.3.4 Employment

Zambia’s labour force is currently 4.2 million¹⁰, out of which 82.6% are employed in the informal sector, with informal agriculture absorbing the largest. Issues of unemployment, underemployment and insecure jobs are critical concerns in the country especially given the large proportion of the youth in Zambia’s population. Despite the PF government coming to office on a promise for more jobs and more money in everybody’s pocket, actualising this has been problematic. The low investment levels, low manufacturing base and low educational levels and skills among the labour force are some of the contributing factors to unemployment.

The power outages being experienced in 2016 and the unfavourable exchange rate against the Zambian kwacha has caused an escalation of job losses in 2016 especially in the mining sector. For instance, CNMC Luanshya Copper Mines Plc in 2015 put its underground Baluba Mine under care and maintenance, thus sending 1,640 workers on forced leave and Konkola Copper Mine also placed 133 miners on forced leave. In total almost 7,600 people lost their jobs with mine companies sighting electricity power shortages and mines making losses.

The Bishops’ Conference, none the less, will continue advocating for policies and Programmes that are favourable to quality employment creation.

3.4 Social Context

3.4.1 Poverty Levels

The paradox of Zambia’s pronounced economic growth is its limited impact on poverty reduction. According to the latest 2010 Living Conditions Monitoring Survey 60.5% of the population fell below the poverty line. This represents a paltry reduction in poverty of only 2.3% from 2006. Extreme poverty affects 42.3% of the poor. Poverty in Zambia has continued to be a rural phenomenon with the level of rural poverty being almost three times that of urban areas. Zambia’s Gini coefficient has declined from 50.7 in 2004 to 57.5 in 2015, which depicts an increase in inequality in the distribution of wealth within the economy. There

¹⁰ Census and Population Report 2011 Summary Report, LCMS

remains a consistent challenge to translate economic growth into meaningful development. The 2015 Mapping Sub-national Poverty highlights Chipata, Lusaka, Lundazi, Petauke, and Chibombo as the districts with the highest concentration of poor population. Eighteen percent of the moderately poor population is concentrated in these 5 districts¹¹. ¹²While the highest poverty rates at the constituency level are located primarily in the provinces of Western and Luapula in the districts of Shang'ombo, Samfya, Senanga and Sesheke.

Speaking at the Second International Conference on Nutrition at FAO headquarters on 21st November 2014, Pope Francis argued that:

Nowadays there is much talk of rights, frequently neglecting duties; perhaps we have paid too little heed to those who are hungry. It is also painful to see that the struggle against hunger and malnutrition is hindered by market priorities, the primacy of profits, which have reduced food stuffs to a commodity like any other, subject to speculation, also of a financial nature. And while we speak of new rights, the hungry remain, at street corners, and ask to be recognised as citizens, to receive a healthy diet. We ask for dignity, not for charity.

The Conference is committed to its core value of option for the poor. To respond to high poverty levels, the Conference will lobby for increased budgetary allocations to sectors that are directly linked to the reduction of poverty such as agriculture, health, education and the Public Pension Fund. Further, the Conference will in line with the aspirations of the SNDP advocate for the formulation and implementation of pro-poor and gender sensitive policies. Not only that, the Conference, through Caritas Zambia, will also advocate for structural reforms to improve efficiency and targeting in implementation of poverty reduction programmes. The Bishop's Conference will also enhance its community development interventions to help communities, especially the poor, to uplift their livelihoods.

3.4.2 Gender in Zambia

The Zambian society exhibits high gender inequity across a number of fronts. The country ranks 136 out of 148 countries in the UN Gender Inequality Index¹³. Gender inequality is seen in the disparities between men and women in educational attainment, employment and access to resources. Gender inequality is pervasive; women and girls have low educational attainment, are less represented in paid employment and tertiary education, face high rates of HIV and are more at risk.

According to the 2014 SADC Gender Protocol Barometer, only 23% of women in Zambia participate in economic decision-making, among the lowest in the region. On the other hand, women's participation in the labour market is high at 74%. Participation in politics remain low. Women hold only 12% of parliamentary seats (the SADC target of 30%). At local government level, their share is a mere 6%. The PF Government has increased cabinet positions held by women to 29% of total positions including the first female Vice-President.

¹¹ Mapping Sub national Poverty in Zambia (2015:8), Republic of Zambia (Central Statistical Office) and World Bank Group

¹² Ibid

¹³ UNDP Human Development Report 2013

In Zambia, women are represented in decision making in the public realm. Females make up to 9% of parliament, (after nullification of some seats), 6% of local Councillors, 17% of Permanent Secretaries, 23% of Directors and 21% of Assistant Directors in the civil service (2013). The private sector fare no better, a survey conducted by Federation of Employers in 2011 shows that females formed 17.2 % of employees in sampled organisations and only 21.6% were in senior management whereas 90.9% of heads of institutions were male. Challenges in achieving gender equity include socio-cultural norms and practices, a weak women's movement, inadequate funding to the Ministry of Gender and Child Development, inadequate gender mainstreaming (both in the workplace and in programmes) by all stakeholders, non-implementation of a gender responsive budgeting by Government and an escalation of cases of sexual and gender-based violence, especially against women.

Through its current departmental programmes, the Conference will continue to advocate for the increase in women's participation in decision making and also undertake interventions to reduce the incidence of GBV in Zambia. At the same time, the Church will endeavour to promote the participation of women in decision making bodies within the Church and in the society generally through the Women in Governance (WIG) Programme.

3.4.2.1 Gender Based Violence and Teenage Pregnancies

The Zambia Demographic and Health Survey (ZDHS) 2013 - 2014 data indicates that 43% of women age 15-49 have experienced physical violence at least once since age 15, and 37% experienced physical violence within the 12 months prior to the survey. Overall, 47% of married women age 15-49 report ever having experienced physical, sexual, and/or emotional violence from their current or most recent husband or partner, and 31 % report having experienced such violence. Among married women who had experienced spousal physical violence, 43% reported experiencing physical injuries. Ten percent of women reported experiencing violence during pregnancy. Nine percent of Zambian women who have experienced violence have never sought help and never told anyone about the violence.

Teenage pregnancy, some of which is an outcome of sexual violence, is alarmingly high in Zambia - According to the ZDHS 2013-2014, 29 % of women aged 15-19 have already had a birth or are pregnant with their first child. The percentage of women who have begun childbearing increases rapidly with age, from 5 % among women age 15 to 59 % among women age 19 years. Teenage pregnancy is much higher in rural areas (36%) than urban areas (20%).

The Conference plans to contribute towards the fight against Gender Based Violence and early pregnancies through its social programmes.

3.4.4 Health Sector

There are several noted challenges that are being experienced in the health sector, these include the following;

3.4.4.1 Access to health facilities

Although Zambia's vision is to attain universal access to cost effective quality health service, fewer than 30% of the rural population live less than 1km away from a health facility with 28% being between 6 - 15 km away. Distance is one of the barriers to accessing health care for the people especially women, expectant mothers, children, the elderly and the poor.

The lack of readily available transport compounds the situation. Because health facilities in rural areas have staff limitations, health users do not necessarily access a minimal level of service once they reach a physical health facility.

Access to the health care package as promoted in the Zambian health system is constrained by break down of equipment and as a result, diagnostic services may not be available for extended periods of time.

Maternal Mortality, Infant and Child Mortality Rates: Despite making some modest achievements in maternal mortality, Zambia is off-track to meeting Millennium Development Goal. Maternal Mortality Ratio of 398 deaths per 100,000 live births¹⁵ is above the MDG target of 162. Maternal Mortality Ratio reduced from 591 in 2007. Infant and Under Five Mortality Rates have reduced significantly to 45 and 75 respectively per 1000 live births. Factors driving mortality include long distances to facilities, lack of and high cost of transportation, shortage of trained staff, weak logistics management in drugs and medical supplies, inadequate referral systems, low expenditure on health and overdependence on donor support.

3.4.4.2 Malaria

This continues to be the leading cause of morbidity and mortality in the country¹⁶. The practice of preventive measures such as sleeping under a mosquito net is not widely adopted in the country. In fact, under half of children under five years old and pregnant women (43.3% and 43.7%) sleep under a net (2014 DHS). Notably people in rural areas are more likely to use mosquito nets than their urban counterparts.

3.4.4.3 Malnutrition

Zambia has one of the highest rates of childhood under nutrition in the world¹⁷, 40% of under-5 children are stunted, 6 % acutely malnourished (wasted) and 15% underweight¹⁸. This situation calls for urgent attention in terms of revising national policy direction as well as the continued efforts of the Church in promoting good nutrition.

3.4.5 HIV and AIDS Situation

Zambia is one of the Sub Saharan African countries worst affected by HIV and AIDS pandemic. Results from the 2007 Zambia Demographic Health Survey indicate that 14.3% of Zambian adults aged 15-49 are HIV positive. The current HIV prevalent rate now stands at 12.7% as of 2012 from 15.6% in 1998 which translates to an estimated 1.1 million people living with HIV¹⁹. HIV prevalence is highest among females and in urban areas (16.1% and 19.7% respectively). The death rate from HIV and AIDS among the population 15 years and older has reduced from the peak it reached in 2002 of 1.02% to 0.34% in 2011. The rate of

¹⁵Zambia Demographic and Health Survey 2013-14 Preliminary Report, Central Statistical Office Lusaka, Zambia Ministry of Health Lusaka, Zambia, Tropical Diseases Research Centre, Ndola, Zambia, University Teaching Hospital Virology Laboratory, Lusaka, Zambia, University of Zambia, Lusaka, Zambia, The DHS Programme, ICF International, Rockville, Maryland, USA

¹⁶MOH 2013 National Health Policy

¹⁷ The Lancet 2008

¹⁸ 2013-2014 Demographic and Health Survey, LCMS 2010; CSO; 2007.

¹⁹ <http://www.unaids.org/en/dataanalysis/datatools/aidsinfo/>
new infections has reduced by 53.4% from 2.06 to 0.96 among males and by 53.9% from 2.71 among females to 1.25 between 1990 and 2011¹⁴. On the positive side, Zambia has made great strides in response to the impact of the HIV and AIDS pandemic in the country. These include increased insights and understanding of the epidemic, promotion of prevention programmes, access to Voluntary Counselling and Testing (VCT), provision of free and universal access to Antiretroviral Therapy (ART), and Prevention of Mother to Child Transmission (PMTCT). Notwithstanding these efforts, considerable challenges still remain to tackle the pandemic. Among these are high vulnerability to HIV among the youth and especially adolescent girls and inadequate access to ART and PMTCT (only 25% of HIV positive mothers are receiving a complete course of ARV prevention).

Given the critical linkages between good health and the achievement of sustainable development, provision of quality health services especially to the poor and vulnerable should be the main thrust of public health delivery, in line with the principle of the common good. The Church's desire is to ensure practical participation at community level in the prevention of other communicable diseases such as Tuberculosis, Leprosy as well as non-communicable diseases like Malaria, Cancer, Hypertension, Diabetes Mellitus and high Maternal and Child morbidity and mortality rates. The Conference will continue to manage the current health services that it has established but also advocate for budget increase of 15% of the national budget according to the Abuja declaration. It is also the desire of the Church to ensure practical participation at community level in the prevention of other communicable diseases such as Tuberculosis, Leprosy as well as noncommunicable diseases like Malaria, Cancer, Hypertension, Diabetes Mellitus and high Maternal and Child morbidity and mortality rates.

With regard to HIV and AIDS, the Conference will mainstream HIV and AIDS in all its programmes in this strategic plan. Further, the organisation will scale up a wide range of evidence-based clinical and behavioural HIV prevention initiatives targeting youth, high risk groups and the general population, including HIV and AIDS specific activities such as creating awareness on HIV prevention, access to ART, HIV as a human rights issue and the relationship between HIV and poverty. The Conference will also continue to collaborate with other like-minded organisations like CHAZ, ZINGO and CMMB to combat the pandemic of HIV and AIDS through awareness and advocacy. The Conference will also endeavour to continue providing quality health and mitigation of communicable diseases.

3.4.6 Education Sector

Zambia has registered steady progress on primary school enrolment, which has increased from 80% in 1990 to 93.7% in 2010 (GRZ/UNDP 2013). Since 2005, primary school net enrolment has remained consistently above 90% for both girls and boys. The 2012 national figures indicate that net enrolment reached 97.7% for boys and 98.1% for girls. Primary

¹⁴ According to the Ministry of Health's National Health 2011 -2016 Strategic Plan (NHSP) Document

completion rates have increased reaching over 100% as catching up occurs. Youth literacy rates (among 15-24 year-olds) have continued to increase and are now reaching 89%.

As there is a lack of sufficient secondary school infrastructure and qualified teachers, net attendance rates are low at 38% for boys and 36% for girls for this school level, while gender parity is more or less achieved. Although more children attend school, the quality of education is still low as indicated by the relatively low scores in mathematics and reading skills in SACMEQ studies. Yet, the education sector is among the largest recipients of budgetary allocations. In recent years, education has received more than 17% of total expenditures, while in 2014 and 2015 the allocation was further increased to above 20% (5% of GDP). Improving the teacher-student ratio, increasing access to teaching materials and resources, and expanding the number of schools is required to improve the overall quality of education. In some schools, (especially community schools) pupils are taught by unqualified teachers. The retention of girls in secondary schools is affected by early marriages and teenage pregnancies especially in rural areas. Further, increased poverty at community and household level means that some children do not have financial support and drop out of school. Another challenge is that the school curriculum is devoid of life skills development and does not respond to the needs of the industry. The other challenge is the overcrowding in classrooms which has compromised the quality of education.

As for Catholic schools, these have become elitist due to a compound of factors including maintaining quality, running costs affordability and low grants from Government. Nonetheless, the contribution of Catholic schools to education has been excellent in the access and provision of education and in the implementation of equitable and qualitative education. This is observable in the performance and completion rate of especially the girl child. The Catholic Church is now able to provide education through our institutions up to the university level, through its network of Universities, Colleges, Trade Institutes, Secondary and Primary schools as well as Pre-School facilities.

On issues pertaining to the meeting of the Regional and Global Millennium Developmental Goals of 2015, government initiatives that are a direct response to persistent gender gaps in education are being pursued, such as, the advocacy to ensure that pregnant girls go back to school after delivery and mix freely with other pupils; Bursaries offered to vulnerable children; Counselling offered to the girls that fall pregnant; affirmative action for girls which lowers entry points into grades and tertiary education; workshops and discussion fora being held to discuss the challenges encountered by implementing the ReEntry Policy and the way forward; and the Rules that have been instituted in the Schools that protect girl children from Gender Based Violence (GBV) is a mandate equally obligating the Catholic Schools to adopt the education policies enacted by Parliament and subsequently implemented by the Ministry of Education (MoE).

Statistically, the low level of education among women puts them at a disadvantage in the labour market. Female participation in the labour market is at 73.2 % compared to 85.6 % for men¹⁵. Further, education is correlated with poverty, therefore female headed households with only primary level of education are more likely to be poor than their male headed counterparts with higher educational attainment. The low educational attainment in women impacts negatively on their children's health and education status.

¹⁵ UNDP, Human Development Report, The Rise of the South: Human Progress in a Diverse World, 2013

Other challenges in education include the poor learning environment as evidenced by factors such as inadequate learning and teaching materials, dilapidated school infrastructure, poor classroom facilities and high pupil-teacher ratio. In some schools, (especially community schools) pupils are taught by unqualified teachers. The retention of girls in secondary and tertiary schools is affected by early marriages and teenage pregnancies especially in rural areas. Further, increased poverty at community and household level means that some children do not have financial support and drop out of school. Another challenge is that the school curriculum is devoid of life skills development and does not respond to the needs of industry. The other challenge is the overcrowding in classrooms which has compromised the quality of Education. As for Catholic Schools, these have become elitist due to a compound of factors including the high running and maintenance costs and low grants from Government.

The Conference will focus on advocacy for policy reforms and more resource investment to improve infrastructure, increased qualified personnel and increased bursary support for the vulnerable children, especially girls. The Conference will also continue to compliment government in this area but take measures to make education accessible to the poor. At the same time, the Conference will promote religious education and skills development that are linked to vocational development.

3.4.7 Media Sector

Since the return to multi -party politics in 1991, the liberal-plural environment has enabled both print and electronic media to grow significantly. Zambia now has public and privately owned radio and television stations as well as public owned and private newspapers. Currently, there are both state-run and private radio and TV stations, and access to Internet is rarely restricted by the Government. Radio is the most popular form of mass media with about 64 radio stations operating around the country, and 34 of these are community radio stations that service rural communities previously unreached by radio or television. A third of community radio stations are run by the Catholic Church. There is also a significant growth in internet media.

However, the gains that could have accrued to Zambia's democracy as a result of this media space have been constrained by several factors, among which are: lack of progress with regard to media legal reforms, such as, failure to enact the Access to Information Bill, which has been pending for several years; political interference with the independence of the media; violence against journalists; and polarization of the media.

There has also been an upsurge in the use of social media which is has become controversial with respect to interference with people's right to privacy. Managing the use of social media to promote the public good still remains a critical challenge.

In responding to these challenges, the Conference will make use of its available mass media both electronic/online and print and other available communication channels to effectively proclaim the Good news. Not only that, the Conference will use the media platform to ensure that the media itself is also evangelised.

The Catholic Media Services (CMS) remains a strategic institution by the Conference to broaden its objectives. It remains the hub of information and communication of the Conference and the Catholic Church in Zambia. CMS will help the entire Catholic Church in

Zambia to take advantage of their many community radio stations so that they are used as tools of appropriate information dissemination to the Zambian population. CMS will in cooperation with other Catholic media houses and religious bodies expand its presence on the media platform by establishing a Catholic Television Station (CTS) which shall be called Lumen Television Zambia (LTVZ).

3.5 The Church and Society in Zambia

Zambia is predominantly a Christian nation. In terms of religious affiliation, Protestants and Catholics make up 62.6 % and 32.9¹⁶ % of the population, respectively. Muslims and other religious affiliation made up 2.5 % of the population, while traditional religions and others form 2%.

For the last 125 years of its existence in Zambia, the Catholic Church has made huge strides in its evangelisation mission. It has made an indelible foot print on Zambia's spiritual, social-cultural, economic and political development through the provision of education, health and vocational services among the people.

The Church has also been instrumental in promoting structural reforms in national governance to protect the interests of the poor and weak. Since then, there have been a number of changes indicating the growth of the Catholic Church, one of which is the increase in the number of dioceses from ten to eleven. The number of Catholic institutions has increased with the establishment of the Zambia Catholic University and the Cardinal Adam Memorial Hospital. The role of the Church is indeed appreciated in the life of the Zambian people.

3.5.1 The Role of the Religious and Clergy

The role of the religious and clergy in the running of the Church is critical especially in the area of evangelisation. They "are appointed to feed the Church in Christ's name with the word and the grace of God," (L.G, 11). Their evangelical life makes them follow Jesus Christ in a special way, called a prophetic way:

Prophets receive from God the ability to scrutinize the times in which they live and to interpret events: they are like sentinels who keep watch in the night and sense the coming of the dawn (cf. *Is* 21:11-12). Prophets know God and they know the men and women who are their brothers and sisters. They are able to discern and denounce the evil of sin and injustice. Because they are free, they are beholden to no one but God, and they have no interest other than God. Prophets tend to be on the side of the poor and the powerless, for they know that God himself is on their side (Pope Francis).

Consecrated men and women (the religious) are also called to true synergy with all other vocations in the Church, beginning with priests and the lay faithful, in order to "spread the spirituality of communion, first of all in their internal life and then in the ecclesial community, and even beyond its boundaries."¹⁷

¹⁶ Libreria Editrice Vaticana. 2012 Statistical Yearbook of the Church, p.35.

¹⁷ CF. Apostolic letter of Pope Francis to all consecrated on the occasion of the Year of Consecrated life, 21 November, 2014.

While the clergy bring to the fore the work of evangelisation as pastors and administrators of people entrusted to their care in Parishes and Church centres, the religious the other hand contribute to the mission of the church in various apostolates that include hospitals, schools, home cares and administrations.

3.5.2 The Role of the Laity in the Mission of the Church

The lay faithful today take an active role in the life of the Church as Catechists/ Catechizers, Prayer Leaders, Extra-ordinary Ministers of the Eucharist and Leaders in the Parish Councils. The lay faithful participate in the life of the Church not only in exercising their tasks and charisms, but also in many other ways (Cf. *Christifideles Laici*, 25). They are the visible Church, where they are found and work.

It is through the laity that the Church is present and active in the sphere of faith practice, Church structures, and associations and in the world. Lay people have an important role to play in the Church and in society. Lay men and women, in fact, are “ambassadors of Christ” (2 Cor 5:20) in the public sphere, in the heart of the world. Their Christian witness will be credible only if they are competent and honest professional people (Cf. *Africae Munus*, 128).



The Laity in Zambia are well organized under their umbrella bodies, the National Council for the Laity(NCL), Women Councils and Youth Councils from Small Christian Communities (SCCs) up to National level. Over the years, participation of the Laity in the life of the Church has grown tremendously as can be seen in the composition and role of Church/ Parish Councils and their self-determined and spirit filled Lay movements and organizations. In all these, women in particular, stand out.

However, the challenge is that 80% of men in the dioceses remain uncoordinated. It has been observed that across the different parishes, the role that men are playing in the evangelising mission of the Church has been reducing over time and that it is the women instead that are playing a bigger role. The other challenges the laity face are the daily struggles and the question of diminishing spirituality and the rise of secularism.

The Conference will intensify the on-going formation of the laity especially in the areas of catechesis and family life apostolate.

3.5.3 Pastoral Care of the Young People in the Church

The Youth form an integral part of the Church as they play a pivotal role in the Church's mission. They are indeed the future of the Church. However, this constituency of the Church faces many pastoral challenges today among which is lack of full time and trained chaplaincy as well as a well animated and funded youth apostolate.

In the midst of all the challenges and vulnerability the youth face, the Church must help them to make good choices, guide them to pursue careers and assist them to pursue their vocations. Children, who are the most vulnerable in society, must be given special protection by families and society, especially against various intolerable and deplorable forms of treatment (Cf. AM 63, 67).

Further, Pope Francis makes this appeal:

"I urge you to be close to your young people as they seek to establish and articulate their identity in a disorienting age; help them to find their purpose in the challenge and joy of co-creation with God that is the vocation to married life, fulfilled in the blessing of children; or indeed in the celibate vocations to the sacred priesthood or religious life, which the Church has been given for the salvation of souls. Encourage young Catholics by living lives of virtue to experience the liberating gift of chastity as adults. I pray that you will foster ever greater cooperation with Zambia's networks of active Catholic youth, who can in turn lead many others into the Church's family,"¹⁸

The Conference will thus endeavour to facilitate the identification and training of chaplains and set up a National Youth Apostolate Desk. The role of the family in this apostolate shall be invaluable.

3.5.4 Women in the Church

Women in Africa make a great contribution to the family, to society and to the Church by their many talents and unique gifts, (A.M, 55). The Church has the duty to contribute to the recognition and liberation of women, following the example of Christ's own esteem for them (Cf. Mt 15:21-28; Lk 7:36-50; 8:1-3; 10:38-42; Jn 4:7-42). Giving women opportunities to make their voice heard and to express their talents through initiatives which reinforce their worth, their self-esteem and their uniqueness would enable them to occupy a place in society equal to that of men - without confusing or conflating the specific character of each - since both men and women are the "image" of the Creator (Cf. Gen 1:27; A.M, 57).

Formation Programmes for women must be encouraged and promoted so that they may assume "their proper share of responsibility and participation in the community life of society and ... of the Church." Women will thus contribute to the humanization of society.

¹⁸ Pope Francis, Speech to the members of the Zambia Episcopal Conference on the occasion of the Visit *Ad Limina*, 17th November, 2014.

To date, the Church has noted an increase in the role played by women in leadership at different levels within its structures. The Conference will document this experience and continue to encourage women's participation in leadership across the country. Further, the Conference has mainstreamed gender in its programmes but has also planned to have some interventions that specifically target women. Interventions planned specifically to respond to the set values will include that of upholding the dignity of women. There are challenges the Conference continues to face in its evangelisation mission with respect to the position of women and it is hoped this strategic plan will help to deal with these challenges by strengthening its own structural and operational systems.

3.6 The Role of the Catholic Church in Development

Being the Church that is an integral part of society, she has to be relevant in the day to day life struggles of the people. Further it has to be a Church that 'sees' and empathises. There is an intimate relationship between the wellbeing of people and their appreciation of God's love and consequently their spiritual growth (Cf. *Evangelii Gaudium*, 2013). The service of love/charity is a constitutive element of the Church's mission and an indispensable expression of her very being (Cf. *Deus Caritas Est*, 2005).

The Catholic Church has played a very significant role in the country's development. The Church, both in what it does and how it is done is guided by its spiritual, moral and social teaching which forms the basis for reflection and action.

Today the Catholic Church continues to play a prominent role in influencing the social, economic and political life of the people as well as the religious life of individuals and the community¹⁹.

Some areas of integral human development in which the Catholic Church has played a role include:

Sector	Role of the Church
Education	The Church has provided formal education since 1895 and to date, it owns and manages 42 Aided Secondary Schools, 52 Aided Primary Schools, 9 Special Schools, three grant Aided Teachers' Colleges of Education and two Grant Aided Technical Education, Vocational and Entrepreneurship Training Institutions and several Catholic Private, Community Schools, and Adult Literacy Centres.
Health	The Church is managing 19 Hospitals and 38 Rural Health Centres and 200 sites for Community Based HIV related Programmes, spread all over the 11 Dioceses in all the provinces of the Republic of Zambia. Currently, 60% of health services in rural areas are provided by Churches, the majority of these are Catholic.

¹⁹ Cf. The Apostolic Exhortation, *Ecclesia in Africa* by John Paul II and *Populorum Progressio*

Sector	Role of the Church
Governance	The Church is actively involved in promoting good governance through civic education on issues such as human rights, gender, HIV and AIDS as well as on the promotion of democracy and policy analysis among others. It lobbies and advocates for pro-poor policy formulation and implementation, economic governance and community mobilisation. Further, it also provides paralegal services thereby increasing access to justice, mediation and arbitration for the poor and it is involved in the nation's political processes.
Integral Human Development	The Church promotes holistic development of the people both spiritually and physically/materially. The work of the Church in development focuses on the spiritual life of God's people as well as their day to day human needs. Blessed Paul VI, in his 1967 encyclical, 'Development of the Peoples' (<i>Populorum Progressio</i>) describes integral development as "the promotion of the good of people, every person and the whole person."

4.0 CONFERENCE BACKGROUND AND PROFILE

4.1 History of the Zambia Conference of Catholic Bishops

The Zambia Conference of Catholic Bishops (ZCCB), formerly Zambia Episcopal Conference (ZEC) is an assembly of Catholic Bishops in Zambia constituted as a permanent institution by the Holy See to promote the common good of the people of God entrusted to its care. Through this, it jointly exercises its pastoral office to promote the common good of the people of God entrusted to its care, particularly by deliberating on matters of common interest and by enacting forms and methods of the apostolate adapted to the circumstances of time and place (*Canon 447*). The Conference (or Bishops' Conference) is a permanent grouping of Bishops of a given nation or territory that jointly exercises certain pastoral functions on behalf of the Christian faithful of their territory. This they do to promote the greater good which the Church offers humankind, especially through forms and programmes of the apostolate which are fittingly adapted to the circumstances of the time and place.

The Conference is currently composed of 12 Catholic Bishops. It has 9 dioceses namely Chipata, Kabwe, Livingstone, Mansa, Mongu, Monze, Mpika, Ndola, and Solwezi. It also has 2 archdioceses, Kasama and Lusaka. Most of these dioceses and archdioceses were established in the 1950s.

The Conference is the highest consultative policy making body of the Catholic Church in Zambia. The core mandate of the Conference is to evangelise, i.e. to bring the Good News to the people of Zambia and the whole humanity. Through the Conference, the Bishops express their collegial responsibility to ensure the progress of the Church and the coordination of its social and pastoral ministry.

In order to effectively carry out its mandate of evangelisation, the Conference has established operational structures among which are the Plenary Assembly, the Executive Board, the Catholic Secretariat, Committees and Agencies. The Catholic Secretariat is the

implementing organ of the Bishops' Conference and anchors the work of various Commissions under the Conference.

4.2 The Catholic Secretariat

The Conference is serviced by the Catholic Secretariat which was established in 1959. The Secretariat carries out the aims and objectives of the statutes and by-laws of the Episcopal Conference. The Conference is exempted from registration under the Societies Act under the laws of Zambia. This is the law that provides a framework and guidelines on operations of societies in Zambia. The Catholic Secretariat is regulated by the statutes and by-laws of the Bishops' Conference.

The Secretariat is composed of the office of the Secretary General, who is the Chief Executive Officer and serves as Secretary to the Episcopal Conference, six (6) departments namely; Pastoral, Finance and Administration, Communication (Catholic Media Services), Health, Education and Human Development (Caritas Zambia). The Heads of Departments make up the Management Team of the Secretariat. The Catholic Secretariat also hosts and closely works with the office for the Pontifical Mission Societies(PMS) in Zambia.

4.3 The Secretariat Departments and Achievements to Date

Each department has a departmental head and has an Episcopal Director (that is, a specific Bishop assigned for each Commissions or department). The Head of Department reports to the Secretary General and consults with the Episcopal Director in their oversight role.



4.3.1 The Pastoral Department

The department coordinates pastoral activities in the Catholic Church in Zambia. On-going formation of both priests, the religious and the laity as pastoral agents has been a major priority by the department. This has been done through conducting seminars, providing facilities for Christian formation programmes and preparing materials for reflection on different themes that bring renewal to the faith of Christians. In addition to the coordinating role of the liturgical and spiritual life of the Catholic Secretariat, the department organizes the annual planning and review meetings of Pastoral Coordinators, the National Joint Pastoral Meetings which are attended by all Diocesan Pastoral, Biblical, Catechetical and Liturgical Coordinators. The department also oversees the preparations of the bi-annual event of the National Catholic Forum²⁰. The Pastoral Department provides spiritual and administrative oversight to the National Council for the Laity (NCL), The National Council for Catholic Women (NCCW) and the National Council for Catholic Youth (NCCY).

The department seeks to further position itself relevantly in the promotion of values and ministry of Marriage and Family Life; addressing the catechetical and spiritual needs of the youth and young adults; and given the challenges of faith and culture contribute to schools of evangelization that will promote faith deepening and on-going formation and where appropriate, help with research and animation in the work of genuine inculturation.

Key achievements of the department include the fact that programmes for on-going formation are being implemented in the Dioceses; there is growing awareness and understanding of the Catholic faith by the laity; the African Synod pastoral visioning and animation is being co-ordinated in all the Dioceses; more participation of the laity in the life and mission of the Church as well as more Christians are participating in activities of promoting Peace and Justice in the country.

4.3.2 The Communications Department (Catholic Media Services - CMS)

The Communications Department (Catholic Media Services - CMS) is the information and communications hub of the Catholic Secretariat and indeed of the Church as a whole in Zambia. The department is charged with the responsibility of establishing strong and effective mechanisms of communications both at national and diocesan level. The department is responsible for ensuring that the Catholic Secretariat, acting on behalf of the Conference, communicates the activities and statements of the Bishops' Conference to all the Catholic faithful and the people of God within and outside Zambia. This is mostly done by organising publications, liaising with the religious and secular media and, increasingly, by using the Internet through social media and the website.

The additional mandate of the department is in the area of disseminating information and promoting necessary Information and Communications Technologies (ICTs) to the Secretariat and all the dioceses of the Catholic Church in Zambia. The department also offers technical help to authorities in the dioceses intending to set up Radio and TV stations. Additionally, it provides professional media support in the work of evangelization of the Bishops'

²⁰ *National Catholic Forum is an open consultative gathering of all the bishops, representatives of the clergy, the religious and all the laity*

Conference, dioceses and other media channels through capacity building, technical support and information sharing.

The Conference has a television/radio recording and production studio called Catholic Media Services Television Studios (CMS-TV). The studio was established in 1991 by the Conference to propagate the Catholic Church's concern for evangelisation, development, education and governance in Zambia through the use of electronic media. The studio is a self-sustaining television/radio production studio. It produces professional videos on the Catholic faith and other related religious and developmental programmes. Most of these are pre-recorded studio-set for both radio and television broadcasting.

Key achievements of the department include that of continuing to make Catholic information and data available to a larger audience by digitising material and operating a website (www.Catholiczambia.org.zm), networking with Catholic media institutions and private/public institutions and by way of providing timely Church news for use in their programmes and bulletins. The studio has been involved in production work for television/radio both commercial and religious programmes.

The department seeks to establish strategic linkages with partners who will contribute to the work of the Catholic media in Zambia. CMS also wishes to take advantage of the available media which includes social media to enhance the Church's mission of integral evangelisation.

Further, the department will in cooperation with other Catholic media houses and various Religious Congregations expand its presence on the media platform by facilitating the establishment of a Catholic Television Station (CTS) to be called Lumen TV Zambia.

4.3.3 The Finance and Administration Department (FAD)

The department provides financial management services to the Catholic Secretariat. Its responsibilities include administering financial and material resources in accordance with laid down procedures, ensuring budgetary controls, financial reporting and maintenance of books of accounts in accordance with local statutory regulations.

To ensure that all these responsibilities are carried out smoothly, FAD has to raise financial resources and ensure that there shall be an Accounting & Financial Policies & Procedures Manual put in place. The Financial Manual shall contain various Policies and procedures to guide FAD and other departments in the administration of financial and material resources. To ensure internal controls of financial and material resources of the Catholic Secretariat, the Catholic Secretariat Management Team (CSMT) shall put in place an Internal Auditing Office. Apart from strengthening the internal controls and fostering accountability and transparency, the Internal Auditing Office shall ensure that FAD and other departments adhere to the laid down policies in their administration of the financial and material resources of the Catholic Secretariat. In addition, it is the responsibility of FAD, to ensure that external audit takes place annually and encourage other departments to do the same.

FAD is composed of four distinct operating units namely the Accounts, Human Resource, Projects/ Real Estates and the Immigration Unit. The units provide core business services to the Catholic Secretariat. The services offered by FAD are intended to be timely, transparent,

accurate and cost effective by utilizing quality employees, technological advances and generally accepted principles while fulfilling the expectation set by the Catholic Secretariat.

Some of the achievements of the Department include the revision of the Human Resource Manual for the Catholic Secretariat. Other achievements are a better-informed Bishops' Conference, timely preparation of budgets and submission of quarterly and annual financial reports. It is hoped that FAD shall eventually be able to provide the Conference with a consolidated picture of all financial and material resources of the entire Catholic Secretariat. It shall do this through a centralised financial system but with dedicated accountants for departments with large volumes of financial transaction.

4.3.4 The Health Department

The principal function of the department is to carry out the vision and mission of the Church for health. Its primary objective is to coordinate the health activities of the Catholic Church. It is responsible for linking up Catholic Dioceses, parishes and communities in regard to coordination, policy issues, and development of health and Community Based related Programmes. The Health Department coordinates activities in 19 General Hospitals, 38 Rural Health Centres and 200 sites for Community Based HIV/AIDS related Programmes, spread all over the 11 Dioceses and in all the Provinces of the Republic of Zambia. Currently 60% of health services in rural areas are provided by Churches, and the majority of these are Catholic. The department is a link between the Catholic health facilities and the Churches Health Association of Zambia (CHAZ) and also with the Ministry of Health. The department also keeps the Bishops updated on the problems the facilities face as well as the policy measures of the government.

Key achievements of the Department include implementing a monitoring and evaluation system, implementing economic empowerment Programmes for support groups, upgrading some rural health posts and integrating home based care interventions into the Church structures thereby increasing ownership by the Church. It also developed a National Health Policy for Catholic Health Institutions in Zambia. The Department will facilitate linkages with Catholic-run hospitals and health centres in order to contribute to the provision of quality and affordable health care services in Zambia.

4.3.5 The Education Department

The Education Department was the first to be established among all the departments at the Catholic Secretariat. It is guided by the vision that all people, including children and young people must have access to equitable education that enables them learn how to know, to do, how to live together and how to improve their lives and of those around them. The department acts as liaison between the Ministries of General Education and Higher Education and Catholic educational facilities on all matters related to policy. It represents the Conference on all educational fora. The department promotes the Catholic ethos in the learning institutions and further coordinates the Church's commitment to providing quality education based on gospel values. This is strengthened by having the department participate in Boards of Management meetings of the Catholic Secondary Schools and Colleges. It also works in collaboration with Education Secretaries from the various denominations such as those that fall under the Council of Churches in Zambia (CCZ).

Key achievements of the Department include:

- successfully convincing the Government to retain Religious Education as a core subject
- maintaining high performance in Catholic learning institutions and
- drafting the National Education Policy currently under study by stakeholders.

The Education department shall in the next 5-10 years seek to enhance its participation in curriculum development and management of statistics for Catholic learning institutions.

4.3.6 The Human Development (Caritas Zambia)

The core mandate of the department is to support ZCCB in its social ministry and to animate the work of the two Commissions of Justice and Peace and that of Development.

Human Development (Caritas Zambia) has both an implementing and a capacity building role. It implements programmes through the two Commissions and also provides capacity building to diocesan actors. The department implements its Programmes through periodic Strategic Plans and Annual Plans. The current Strategic Plan developed in 2013 for a four year period (2014 to 2017), focuses on four Programme areas and a cross cutting Programme, namely:

- i. The Church and Society
- ii. Economic and Social Accountability,
- iii. Democracy and Governance,
- iv. Livelihoods and Climate Change Adaptation,
- v. Organisational Development - as cross cutting.

Key achievements of Caritas Zambia include:

- a) its capacity to be self-sustaining through donor financing and therefore easing financial pressure on Catholic Secretariat finances,
- b) sustaining high level institutional and professional performance,
- c) sustaining the high profile of the Catholic Church in public engagements,
- d) influencing national policy changes,
- e) empowering Church communities with capacity to lobby and advocate for social change;
- f) working with diocesan partners,
- g) improving food and income security among local communities, and
- h) keeping active links between the Conference and Church regional bodies like AMECEA, Caritas Africa, SECAM and international bodies like the Pontifical Council for Justice and Peace and *Caritas Internationalis*.

4.4 The Conference's Institutions

4.4.1 The Major Seminaries

The formation programme for Diocesan Priests in Zambia is divided in three phases. The first phase is a Spirituality Year which is done at Emmaus Spirituality Centre in Lusaka. The second phase of Philosophical and Religious studies is done at St. Augustine's Major Seminary

(Mpima) in Kabwe and the third and final phase of Theological studies is done at St. Dominic's Major Seminary in Lusaka.

4.4.1.1 Emmaus Spirituality Centre

Emmaus Spirituality Centre is a Spiritual Formation House that prepares candidates for priestly formation and ministry. The focus of the formation programme at Emmaus is on diocesan priesthood and its spirituality.

Emmaus Spirituality Centre depends on student tuition fees, the Vatican subsidy and the assistance from the Society of St. Sulpice.

4.4.1.2 St. Augustine's (Mpima) Major Seminary

St. Augustine's Major Seminary is a Philosophical formation house that offers formation with emphasis on Philosophical intellectual development for the candidates to the Diocesan Priesthood. Currently, the philosophical and religious studies are done in two years. Being a formation house, St. Augustine's Major Seminary ensures the candidates are prepared integrally.

Moving forward, St Augustine Seminary would like to focus on improving the infrastructure at the location, including the water and electricity supply. In addition, the Seminary hopes to use the land available to enhance the resource mobilisation capacity of the Church. The institution intends to migrate from being an institution that offers a Diploma Programme to one that offers a Degree Programme.

4.4.1.3 St Dominic's Major Seminary

St. Dominic's Major Seminary is the only Major Catholic Theological Institute for the Zambia Conference of Catholic Bishops established in 1978. The Seminary offers four years of theological formation programme and one year of pastoral experience.

Besides academic training which is aimed at giving the Seminarians a profound understanding of Christian Revelation as founded in Scriptures and in the Magisterium of the Church, great stress is laid on all areas of human development, pastoral, social, academic, moral, human and spiritual formation.

Main successes scored in the past 5-10 years include the fact that the number of vocations has risen; there has been some progress in improving the foreign reserve funds; the Seminary has embarked on the automation of the Library; and the academic results and Staffing have improved.

The Major constraints for the Seminary include maintenance of the infrastructure; Staff attrition; the need for more students' accommodation space, a lecture theatre and improvements of the water reticulation system.

Going forward, the Conference shall ensure that each Major Seminary develops its own strategic plan that will be in line with the vision and mission as well as the identified focus areas in this overall plan for the Conference.

4.4.2 The Zambia Catholic University (ZCU)

Zambia Catholic University (ZCU) is inspired by the Gospel and Christian values and endeavours to provide a holistic formation of people through spiritual growth, academic and professional excellence.

The Mission of ZCU is to provide holistic formation through its continuous quest for excellence in dissemination of knowledge and truth through teaching, learning, scholarship and rigorous research, inspired by the values of the Gospel and Christian ethics. ZCU wants to be "an institution of Academic Excellence, Integrity and Service subject to the Norms of the Code of Canon Law (*Codex Juris Canonici, 1983*) and Ecclesiastical Code (*Ex Corde Ecclesiae*)".

4.4.3 Mpelembe Secondary School

The Zambia Consolidated Copper Mines (ZCCM) established Mpelembe Secondary School with the sole focus on providing a resource pool of technical personnel for its mining operations and administration. The school therefore had its curriculum biased towards science subjects. However, in 1998, during privatization exercise in the country, the school was donated to the Bishop's Conference which has to date continued to run it with a science focused but broader curriculum to include other non-technical subjects.

In its quest to manage the school better and to keep the legacy, the Conference undertook a number of reforms in the school, among them are the following;

- i. A Board of Management was established.
- ii. All employees are engaged on contract terms.
- iii. Learner enrolment increased from 30 to 35 per class.
- iv. Re-alignment of academic departments by compressing them to five (5).
- v. Introduced a School Chaplaincy.
- vi. Economic adjustments of school fees for self-sustenance.
- vii. Establishment of own security system as opposed to out-sourcing.
- viii. Introduction of Religious Education and Life skills as compulsory subjects in the curriculum.

On the other hand, key achievements of the School include the following among many;

- a) Excellent and celebrated academic results at both grades 9 and 12.
- b) Ever rising number of grade 12 pupils who qualify to institutions of higher learning.
- c) Renovated some of the old buildings.
- d) Refurnished senior class rooms with new furniture.
- e) Expansion of the piggery unit.

- f) Constructions of security houses, chapel and tuition centre.

In spite of all the aforementioned achievements, the school has not been without challenges. The following are some of the notable ones;

- Staff attrition.
- Unreliable water supply system.
- Old laboratory equipment.
- Old failing infrastructure and furniture.

For the future, the school will continue to live up to its mission and vision without necessarily over-shadowing Conference's aspirations and vision. Further the school shall endeavour to run cost effectively.

4.4.4 Cardinal Adam Memorial Hospital (CAMH)

Cardinal Adam Memorial Hospital (CAMH) is a property of the Conference which was officially opened on 6 March 2013.



Though currently offering general health care services, the ultimate goal is to operate as a Specialist Hospital. By instituting the National Catholic referral hospital, the Conference intends to improve the accessibility and affordability of quality specialist health care to the Zambian population. Fundamentally, CAMH intends to offer this under four specialties being Obstetrics and Gynaecology, Neurology, Urology, Oncology, diagnostic services as well as other general conditions. The focus of the hospital has been drawn to these specialties as they are the most vulnerable to fatal complications especially where health care is delayed because the majority of the people cannot afford to go abroad for treatment. The hospital works side by side with the Ministry of Health by abiding to the National Health Policies and following the expected procedures and protocols as outlined by the Ministry.

The hospital faces challenges of insufficient infrastructure, staffing, funding and modern equipment.

4.4.5 Veritas General Insurance (VGI)

The Conference established an insurance broking firm called Caritas Insurance Brokers (CIB) in 2003 to provide insurance brokerage services not only to the Catholic Church but to the public as well. Then the Conference together with some religious groupings within the Catholic Church decided to reorganise Caritas Insurance Brokers (CIB) into an insurance company called Veritas General Insurance (VGI) Plc aimed at providing general insurance services. Veritas General Insurance (VGI) Plc was incorporated on 20th September 2013 at an authorised share capital of 2,000,000 shares of K 5 each for ZMK 10,000,000 as a separate company and the Conference is one of the shareholders.

The Conference shall continue to grow its portfolio of shares in VGI.

4.4.6 Lumen TV (Z)

The Conference has embarked on establishing a TV station to be called Lumen TV Zambia. Once in operation, the studio will be broadcasting throughout the country. Its target audience will be diverse. The various religious institutions in the Catholic Church, urban poor, the general public, the clergy and the religious will be targeted.

The task of finishing the project is enormous and it shall need the concerted effort by the Conference, external funders and the local contribution.

5.0 INTERNAL ASSESSMENT OF THE CONFERENCE - THE SWOT ANALYSIS

The following is the SWOT analysis done as part of the Strategic Planning process. A critical part of the process of undertaking this assessment was to identify focus areas and statements of intention, actions and priority interventions to be undertaken by the Conference.

5.1 SWOT Analysis and Interventions to be taken

STRENGTHS	Actions to be undertaken to build on the strengths
1. Good Corporate name with attractiveness to local and International donors.	<ul style="list-style-type: none"> • Have regular internal and external audits • Timely reporting & Partnership Meetings

2. The Conference has a long history, rich in Catholic tradition with a well-organized national archives	<ul style="list-style-type: none"> • Improve documentation and record keeping. • Digitalization of archives. • Popularising the rich History of the Catholic Church in Zambia
3. The Conference/Church has a membership that is united and encompasses all age groups	<ul style="list-style-type: none"> • Implement on-going formation Programmes for all members. • Have regular consultative meetings among the three tribes of the Church.
4. The Conference/Church has the operational structures able to reach the grass root.	<ul style="list-style-type: none"> • Strengthen and utilize linkages with the dioceses.
5. The Conference has institutions which offer good services such as health, education, social welfare and Home Based Care.	<ul style="list-style-type: none"> • Adhere to the set standards. • Conduct regular monitoring, evaluation and assessments. • Be open to learning.
6. The Conference has a rich base of skilled personnel among its members.	<ul style="list-style-type: none"> • Have staff training Programmes and motivating/retention strategies.
7. The Conference has a national character with a large following of the faithful.	<ul style="list-style-type: none"> • Stepping up on-going formation Programmes.
8. The Conference is a lead faith based organisation which exercises its prophetic role with moral authority.	<ul style="list-style-type: none"> • Be pro-active in reading and responding to the signs of the times.
9. The Conference has a global Catholic connection	<ul style="list-style-type: none"> • Maintain and strengthen the regional and global partnerships. • Give regular feedback and reports to the partners. • Adhere to the agreements and MoUs.
10. Strong collaboration with other Christian Church Mother Bodies	<ul style="list-style-type: none"> • Create a desk that will promote interreligious dialogue and ecumenism.
11. The Conference has material resources such as land and properties	<ul style="list-style-type: none"> • Safe guard what the Conference owns. • Add value to the assets. • Enhance stewardship • Identifying credible investors to partner with the Conference

WEAKNESSES	Actions to be undertaken to eliminate the weaknesses
1. Inadequate income generating ventures leading to limited Financial Resources	<ul style="list-style-type: none"> • Better and profitable management of the existing portfolios. • Thinking outside the box and identifying new investment portfolios in order to expand the financial base. • Educate the people on the need for the Church to sustain itself.
2. Conflict between the Conference and the Autonomy of Dioceses	<ul style="list-style-type: none"> • Commitment to collegiality by the Bishops • Standardisation of liturgical gestures and pastoral policies. • Building the spirit of universality and serving a common mission.
3. Shortage of Staff and Finances for Major Seminaries	<ul style="list-style-type: none"> • Commitment to sustainable and forecasted staff development. • Fair remuneration and motivation for existing staff. • Seminaries to explore other ways of fundraising • Raising awareness among the faithful on the need to support Seminaries.
4. Lack of clear monitoring and evaluation system	<ul style="list-style-type: none"> • To develop and implement Monitoring and Evaluation systems.
5. The Statutes of the Conference as they stand today do not give clear roles and responsibilities to officers at the Secretariat	<ul style="list-style-type: none"> • Review the statutes and by-laws so that they provide frameworks for other policy documents for the Conference.
6. Limited functional Commissions at the Secretariat	<ul style="list-style-type: none"> • Strengthen existing ones and re-establish non-existing Commissions.
7. Extent of Subsidiarity - Lack of clarity in the ways decisions are made and in the way national programmes are implemented at diocesan level	<ul style="list-style-type: none"> • National office to focus on capacity building, monitoring and policy advocacy. • Enhance mutual consultation and collaboration.

8. Over dependence on foreign donors	<ul style="list-style-type: none"> • Develop local resource mobilization strategies. • Assign one dedicated resource mobilization officer/unit • Form the local faithful on their financial responsibility to the Church. • Enhance accountability (Open the books to the faithful).
9. Inadequate funding towards National Pastoral Programmes	<ul style="list-style-type: none"> • Maintain relationship with existing donors. • Develop a dedicated portfolio directly intended to finance pastoral activities. • Leveraging on NCL, NCCW and Men's Council to fully support youth ministry at National level. • Utilize linkages with other Programmes
OPPORTUNITIES	Actions to be undertaken to exploit the opportunities
1. Landed Property	<ul style="list-style-type: none"> • Develop idle land using own resources and equity partners.
2. High population of Catholics, strength in the numbers	<ul style="list-style-type: none"> • Develop a clear animation Programme encouraging the laity to support the Church more.
3. Good collaboration between the Church and the State	<ul style="list-style-type: none"> • Make use of existing government platforms • Initiate bilateral meetings with the state. • Pursue the signing of a Protocol with the State
4. Relative peace in the country to operate in. Freedom of worship; Freedom to own property and to do business	<ul style="list-style-type: none"> • Promotion of Justice and Peace. • Create an enabling environment for the growth of the Church. • Economic, social and cultural development.
5. Collaboration between the Catholic Church and the other Christian Church Mother Bodies	<ul style="list-style-type: none"> • Prepare joint pastoral statements. • Ensure a stronger prophetic voice of the Church • Promote healthy ecumenical engagement
6. Presence of mass media and social media	<ul style="list-style-type: none"> • Make use of available media to reach out to many, including social media. • Establish & operationalise Lumen TV (Z). • Ensure effective use of Catholic radio stations.
7. Commercial investment opportunities	<ul style="list-style-type: none"> • Identify suitable commercial investment opportunities for raising funds, e.g. stocks and government bonds.

8. Spirit of volunteerism among the faithful	<ul style="list-style-type: none"> • Recognize and award exemplary volunteers.
9. Stable vocations to priesthood and religious life	<ul style="list-style-type: none"> • Anchor the sustainability of the Church. • Invest and support on-going formation programmes for key pastoral agents
THREATS	Actions to be undertaken to minimize the threats
1. Bad Government policies leading to instability of the economy and slow pace of national development.	<ul style="list-style-type: none"> • Advocacy. • Engaging the government on issues. • Stronger prophetic voice from the Church.
2. The rising of notion “gospel of prosperity”	<ul style="list-style-type: none"> • To enhance integral evangelisation • Ensure a balanced message on prosperity. • Family catechesis • Adequate and consistent On-going formation
3. The rising secularism and relativism	<ul style="list-style-type: none"> • Emphasise the centrality, supremacy and sovereignty of God in individuals’ lives
4. Poor education system and mushrooming of mediocre institutions of higher learning.	<ul style="list-style-type: none"> • To rediscover and reclaim the education excellence that Catholic schools are known for • Engagement with responsible ministries • Staff retention and motivation. • Providing quality teaching materials. • All-encompassing education reform and quality assurance.
5. High incidences of non-communicable diseases and HIV/AIDS infection rate	<ul style="list-style-type: none"> • Conduct awareness programmes and mitigation on these diseases. • Helping people adopt a healthy life style through public education.
6. Climate change	<ul style="list-style-type: none"> • Undertake sensitisation activities that promote the protection of environment. • Promote awareness and education on the integrity of creation. • Promote the Social Teaching of the Church on Environment (e.g., <i>Laudato si</i>)

7. Political intolerance	<ul style="list-style-type: none"> • Facilitate intra and inter-party dialogue. • Create Chaplaincy at some of the structures e.g. within Parliament.
8. Poor perception of the Conference by other stake holders	<ul style="list-style-type: none"> • Enhance awareness of the Conference's activities.
9. Movement for same sex marriages and right to die	<ul style="list-style-type: none"> • Enhance Catholic and Biblical values. • Re-establish & operationalise a Doctrinal Commission.
10. Breakdown of family life, gender based violence, increased early pregnancies and the prevalence of orphans and vulnerable children including street children.	<ul style="list-style-type: none"> • Enhance family catechesis and good cultural values. • Establish Programmes that help young people to make right choices, behavioural changes.
11. Abuse of minors	<ul style="list-style-type: none"> • Develop and implement Child Protection Policy • Public education
12. Weak catechesis	<ul style="list-style-type: none"> • Review and improve catechesis • Adapt methodologies to the current needs

5.2 Statements of Strategic Intent

5.2.1 Addressing Strengths and Opportunities

ZCCB is a faith based institution whose intention is to become a Conference;

- a) founded on Sacred Scripture and Sacred Tradition, and is at the service of unity in diversity inspired by the Apostolic faith,
- b) that is committed to effective proclamation of the Good News, renewed catechesis, meaningful celebration of liturgy and authentic witnessing to our faith through works of charity, taking full advantage of the mass media and social media, c) that ensures efficient and effective structures, systems and policies, applying best practices of administration in the service of its core mission.

5.2.2 Addressing Weakness

The intention of ZCCB is to become a Conference:

- a) with a functioning strategic plan that directs its efforts, financial and human resources to priority areas to ensure self-sustainability,
- b) that generates and manages its financial resources in an efficient and accountable manner, using the best "business" practices,
- c) that is guided by clearly defined and coherent statutes and by-laws,
- d) whose institutions are managed professionally, are financially viable and contribute effectively to its core mission,

- e) whose human resources is professional, disciplined and well-motivated to achieve its mission,
- f) whose role and place in the structure of the Church is clearly defined, articulated and made known to all stakeholders.

5.2.3 Addressing Threats

ZCCB aims to become a Conference:

- a) that harnesses its available tools of evangelisation to effectively counter the threats posed by mushrooming Christian sects and non-Christian religions,
- b) that articulates the teaching of the Church, without compromising its moral and doctrinal value, to form the conscience of the faithful so as to counter the threats posed by secularism,
- c) that engages government and political players to lobby and advocate for policies that favour enhancement of the common good and freedom of religion and worship,
- d) that promotes and supports good African and Christian values in the protection of human life,
- e) that responds to the challenges posed by HIV/AIDS and other diseases in collaboration with other actors in supplementing Government effort.

6.0 VISION, MISSION AND CORE VALUES OF ZCCB

Based on a change process undertaken with the Bishops, the following have been agreed as the mission and vision, values and focus areas as well as statements of strategic intention for the Conference:

6.1 Vision and Mission Statements

The Vision of the Conference is:

A unified and empowered Conference of Catholic Bishops in Zambia that is inspired by the Word of God

The Mission of Conference is:

We, the Conference of Catholic Bishops in Zambia at the service of unity in diversity, inspired by the Word of God, are committed to the proclamation of faith, meaningful celebration of liturgy and authentic witnessing through our structures for the salvation of all.

6.2 The Core Values of the Conference

6.2.1 Faith: Expression of our relationship with God, others and the rest of creation through the Word of God and Prayer

6.2.2 Unity: The oneness of purpose and mission/Working together to realise common objectives.

6.2.3 Justice: Doing what is right to all

6.2.4 Integrity: To uphold high levels of honesty and accountability

6.2.5 Love and Service: Selflessness and goodwill to others without counting the cost

6.2.6 Commitment: Commitment is the real driving force in anything we need to accomplish. In our work, this will entail carrying out our mission with passion and zeal

6.2.7 Solidarity: We are called by the principle of solidarity to take the parable of the Good Samaritan to heart (Luke 10:29-37), and to express this understanding in how we live and interact with others. In our work this will translate in mutual support and acting together for the common good.

7.0 THE ZCCB THEORY OF CHANGE

The overall impact on which this Theory of Change (ToC) is developed is directly based on the vision as articulated by the Bishops and also on the overall mission of the Church which is evangelisation.

The overall impact that the Conference would like to see is a **Zambian people that have a deeper faith and are morally upright**, this will be evidenced by having Christians that are willing to live their faith and are faithfully living upright and moral lives.

The potential of this happening is as a result of having a stronger prophetic voice by the Conference and the Church as a whole, reduced syncretism in Zambia and there being integral/holistic witnessing "*Imitatio Christi*" that enables the Church to not only meet the spiritual needs of the people but that it empowers them to meet their physical needs too.

In order for this to happen, the Conference anticipates that the following preconditions will have to be in place:

- i. A unified and empowered Conference that is inspired by the word of God for effective evangelisation,
- ii. The laity, religious and clergy witnessing their faith,
- iii. Genuine inculturation is fully understood and implemented across the Catholic Church, iv. Relevant Programming that responds to the signs of the times; this will be done so as to ensure that the Church remains relevant, proactive and responds to the needs of the faithful and the Church,
- v. A transformative Church that promotes human dignity and authentic Christian witnessing in public life,
- vi. There is an enabling policy environment and government is offering quality services that meet the needs of the people²¹.

To support the changes noted above, the following will also need to have happened:

- a) Improved formation of the religious and clergy and therefore availability of sufficient and well-formed agents of evangelisation,

²¹ The role of the Government in creating a conducive environment that will support the work of the Church cannot be over emphasised. In addition, the Church will continue to advocate for Government to play a greater role in ensuring quality services are provided especially for the poor.

- b) The Church supported by Government in its undertaking of social work
- c) The laity and youth are playing their role in carrying forward the mission of the Church and evangelisation,
- d) Improved liturgical celebrations and methods of evangelisation,
- e) Raised awareness of the Social Teaching of the Church among the faithful and citizens
- f) The Church is self-sustaining with strengthened stewardship and accountability.

Critical strategies to ensure the changes above actually do happen include:

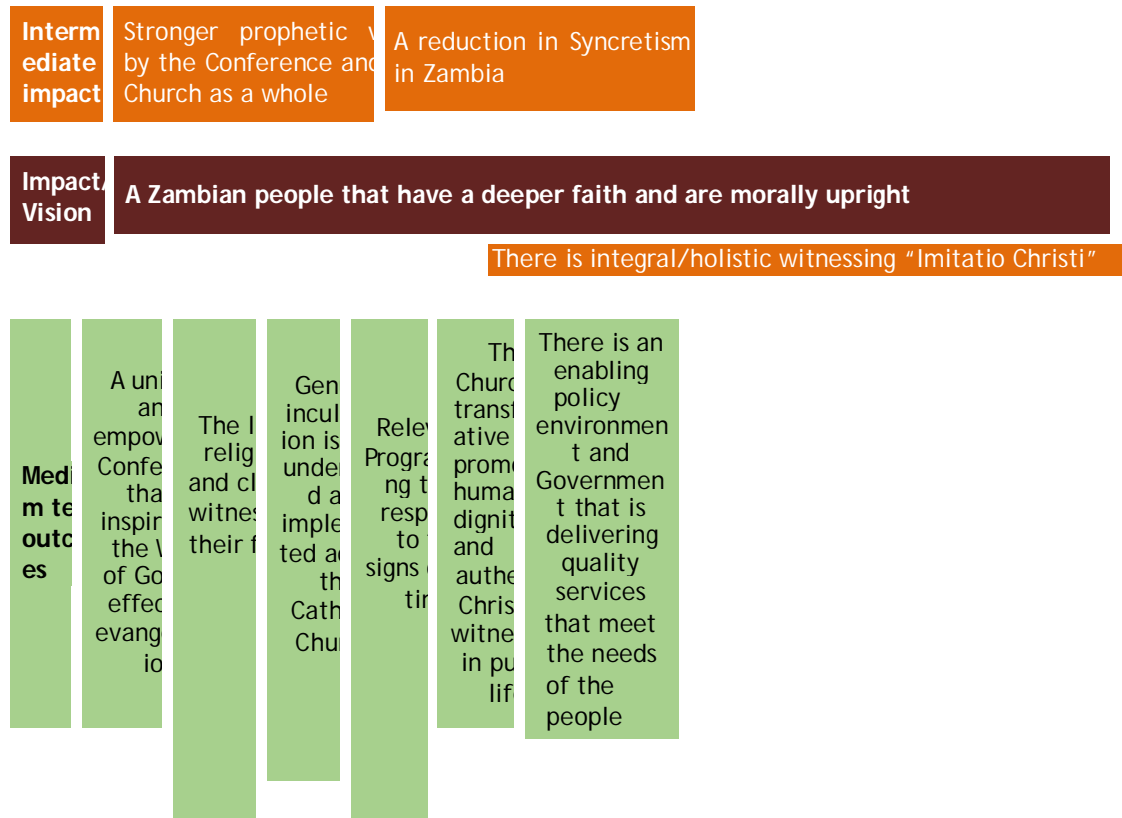
- 1. Consistent capacity building among the pastoral agents in the Church structures,
- 2. The Conference has reconciled their statutes and by-laws and have effective policies in place,
- 3. Governance of the Conference enhanced,
- 4. Church structures strengthened,
- 5. Improved and strengthened resource mobilisation,
- 6. Consistent reading of the signs of the time and adapting responses to the needs of the Church; timely and well-coordinated pastoral statements,
- 7. Youth, marriage and family, and biblical apostolate improved,
- 8. Promotion of interfaith dialogue,
- 9. Improved faith formation programmes,
- 10. Strategic use of print and electronic media, including the social media,
- 11. Advocacy and direct engagement with Government on policies etc., and
- 12. Networking and collaboration with all relevant stakeholders.

Assumptions on which the Theory of Change (ToC) is based

Critical assumptions that need to hold true should this ToC hold true include the following:

- i. That the Government will continue to recognise and support the work of the Church,
- ii. That the faithful will continue to participate in the vision and mission of the Church,
- iii. That the stakeholders, particularly the youth and other Church bodies, are open to the vision and mission of the Church,
- iv. That the Bishops remain committed to unity in the spirit of pastoral solidarity,
- v. That the youth and laity are willing to play a role in the mission of the Church, vi. That the Christians are willing to live their faith,
- vii. That other stake holders are willing to work with the Church and there is openness to change,
- viii. That the Church is able to mobilise resources to undertake pastoral and social programmes,
- ix. That the business environment is conducive for local resource mobilisation.

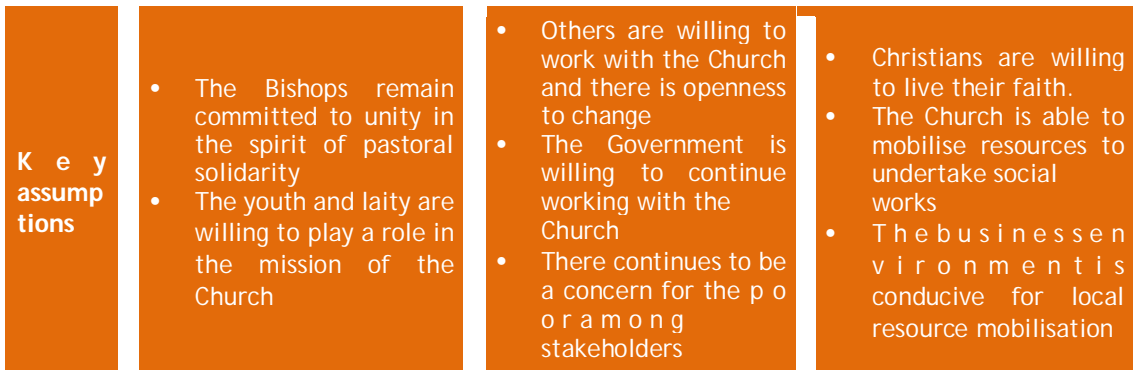
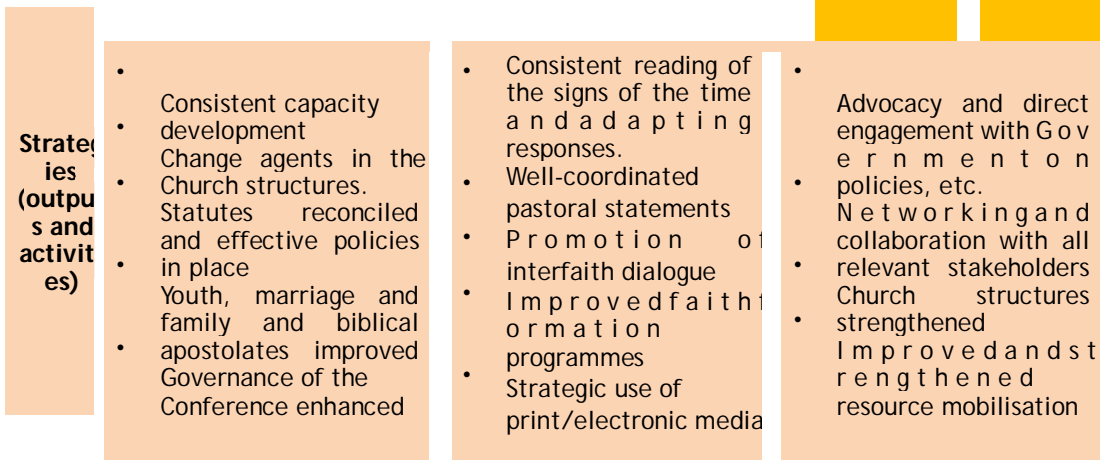
The TOC is depicted in the diagram shown below:





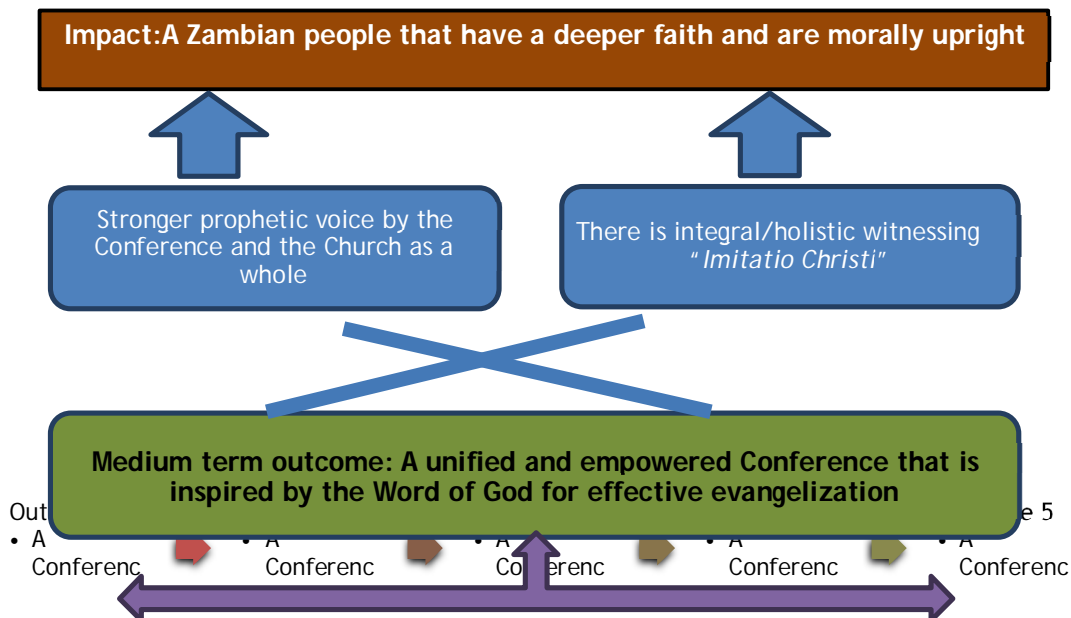
The Church is self-Governed and is willing to support and strengthen the Church's stewardship and accountability

Government sustaining its commitment in its social undertakings and of social work



8.0 THE OVERALL STRATEGIC FOCUS - THE KEY IMPACTS AND OUTCOMES

The overall impacts and expected outcomes are depicted below:



8.1 Outcome 1: Effective Oversight on Governance

The expected outcome: A Conference that provides effective oversight in the running of the Catholic Secretariat and its related institutions.

In trying to accomplish this outcome, efforts will be made to first build the capacity of the Bishops and the Catholic Secretariat Management Team (CSMT) on governance. In addition, there will also be efforts made to promote the vision and mission of the Conference among the different institutions with the view of enhancing the implementation of interventions based on a strong Catholic ethos. Lastly, it is under this outcome that a strong M&E system will be developed and used to inform the Conference's overall decision making process. Through this system, the Conference will also build its knowledge management base and thus strengthen its learning culture. The key outputs are:

- **Output 1.1: Governance and Capacity of Conference strengthened**
- **Output 1.2: Capacity of Catholic Secretariat Management Team on governance enhanced.**
- **Output 1.3: The vision and mission of the Conference promoted**
- **Output 1.4: The practice of the Conference as a learning institution strengthened and sustained**

8.2 Outcome 2: Authentic Evangelisation and Missionary Spirit

The expected outcome is: A Conference that is committed to authentic evangelization and a missionary spirit.

Within this outcome, the Conference hopes to build the capacity of formators or agents of evangelisation (Priests, religious, catechists) to enable them roll out the formation. Further, through this outcome, the Conference hopes to enhance the role of the laity in the mission/evangelisation of the Church, enrich Liturgical Celebration and renew Biblical and Catechetical Apostolate.

The role of women within the Church as already identified is an issue and is one that has been fully recognised as such by the Conference. Thus, a specific output relating to this issue has been identified under which the Conference will work to enhance the role of women within the Church leadership structures. This will include documenting good practice where there is any and sharing it with others so that there is learning on how this is being done well. In addition, and in recognition of the plight of the youth, young adults and the children, the Conference will establish a specific desk through which interventions targeting this group will be implemented. Specific outputs include the following:

- **Output 2.1:** Capacity building of Agents of Evangelization (Priests, religious, catechists) to roll out on-going formation enhanced
- **Output 2.2:** Role of the laity in the mission/evangelization of the Church enhanced
- **Output 2.3:** Biblical and Catechetical Apostolate renewed and Liturgical Celebration enriched
- **Output 2.4:** Role of Women in Church leadership enhanced
- **Output 2.5:** Pastoral and Spiritual care for children, youth and young adults enhanced

8.3 Outcome 3: Establishing Efficient and Effective Structures

The expected outcome is: A Conference with efficient and effective structures, applying best practices and Catholic ethos in the service of its mission that responds to the signs of the time.

A key intervention under this outcome will be the restructuring of the departments. Based on the change management process that was initiated and the issues raised through the development of this strategic plan, a process will be undertaken to restructure the departments and make them align to what the Conference wants to achieve, that is improving the work-flow at the Conference.

It is through the departments that the Conference has been able to provide specific services to the people of Zambia. Thus, the overall vision in this regard and the prioritised outcomes for each of the departments are depicted.

Within this outcome, Bishops' Conference will also promote the Catholic ethos²² in all programmes under it.

- **Output 3.1:** Restructuring of ZCCB departments undertaken.

²² Catholic ethos refers to how Catholicism should pervade all aspects of Christian community life. It should find particular expression in leadership, relationships, symbols, liturgies, rituals, and in humanizing structures and processes. The Catholic Church's teaching and way of life is anchored on Sacred Scripture and Sacred Tradition. It is apostolic, meaning it traces its origin from the first Apostles of Jesus Christ. Its core mission is evangelization.

- **Output 3.2:** Capacities of the departments to effectively deliver their programmes enhanced
- **Output 3.3:** Existing Commissions strengthened, defunct ones revived and new ones established.
- **Output 3.4:** Catholic ethos in all programmes of the Conference's institutions applied/reinforced.

8.4 Outcome 4: Fostering Stronger Partnerships with Relevant Stakeholders

The expected outcome is that the Conference has fostered strong partnership with relevant stakeholders to achieve its mission.

Under this outcome, the Conference will build healthy relationships with National Catholic institutions, with Government, with the religious and clergy as well as clarify the roles and responsibilities of Cooperating Partners.

- **Output 4.1:** Capacities of National Catholic institutions (Universities, Seminaries, CAMH etc.) to implement the vision and Mission of the Conference strengthened
- **Output 4.2:** Partnership with Government, enhanced
- **Output 4.3:** Relations with the Associations (ZAS, ARMZ, AZADCC) and the Clergy/Religious, enhanced.
- **Output 4.4:** Roles and responsibilities of cooperating partners (e.g. JCP, CHAZ, CRS, Cafod) in relation to the implementation of programmes in Zambia clarified.
- **Output 4.5:** Interfaith dialogue with faith based mother bodies, promoted.

8.5 Outcome 5: Self Sustainability and Good Stewardship

The expected Outcome is that the Conference is self-sustaining with good stewardship of its resources.

The Conference has taken cognizance of the fact that external funding cannot adequately meet the needs of the Secretariat and also ensure that all programmes under the different departments are running smoothly. As such, under this outcome, the Conference will not only ensure its current property is running at a commercial basis and properly managed but will also try to grow the businesses as well as identify new business opportunities. In addition, interventions shall be undertaken to strengthen the Bishops' oversight role in relation to this aspect of the Conference. The key outputs include:

- **Output 5.1:** Current property managed optimally/commercially and new businesses identified
- **Output 5.2:** Awareness of Lay group Leaders on Local Resource Mobilization for the Church enhanced
- **Output 5.3:** Conference's financial administration enhanced
- **Output 5.4:** Bishops exercise appropriate oversight in the management of the Conference's financial properties

9.0 OVERVIEW OF THE STAKEHOLDERS

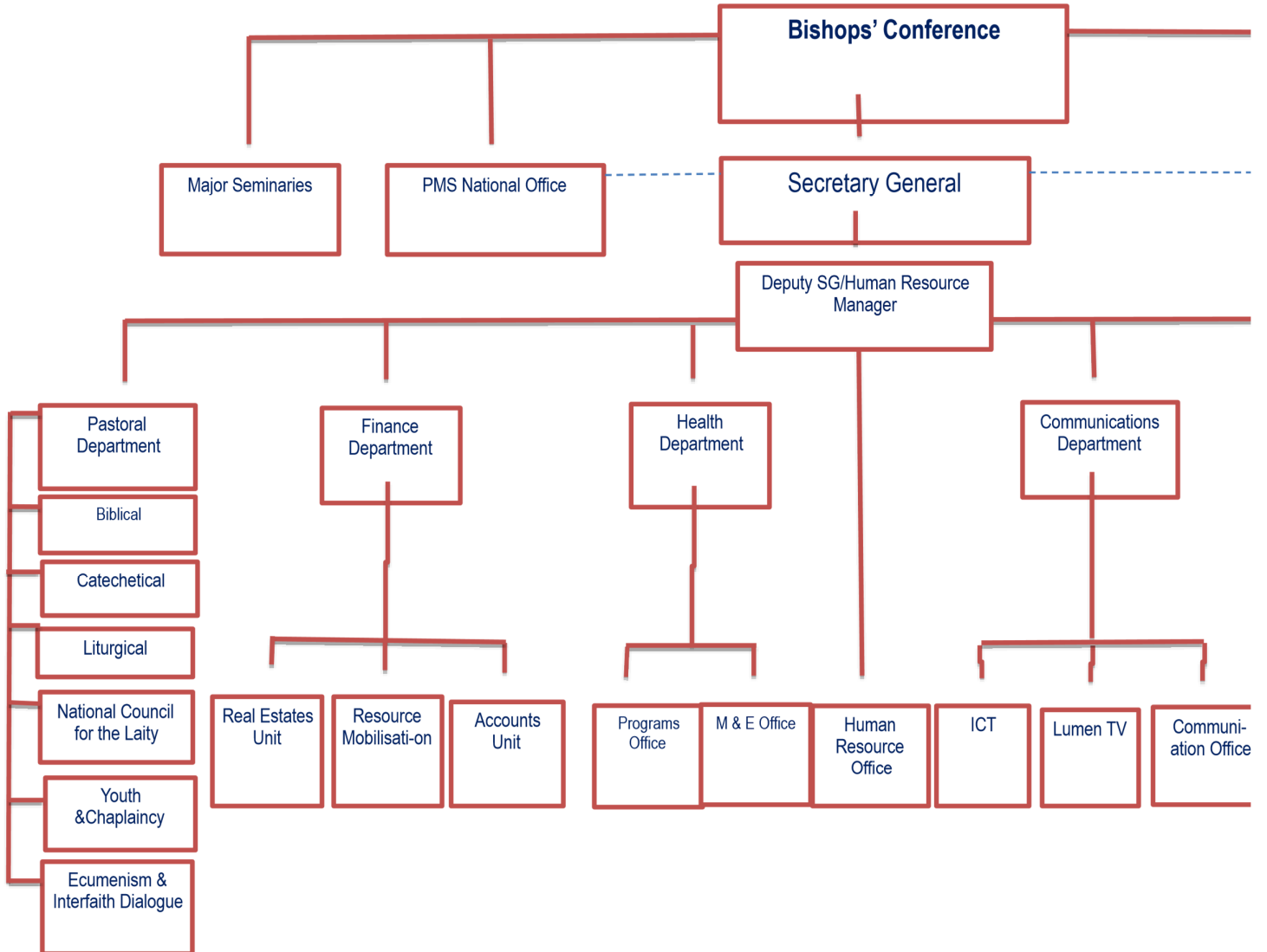
The Conference is cognizant of the fact that it cannot implement all activities to achieve the above listed outcomes by itself. Therefore, it will foster linkages and also network with other like-minded institutions in order to ensure that most activities are effectively executed. The networking efforts will also encourage that the Conference has access to information which is very important in ensuring that activities remain relevant to the needs of the people that the organisation serves. The Conference will work closely with like-minded stakeholders through coalitions, networks, alliances and exchange of information.

This strategic plan takes into account possible networking and collaborative efforts with like-minded organisations and networks. The matrix below provides an overview of some of the stakeholders that the Conference will work with.

	Name of stakeholder	Potential role to be played in the implementation of the strategic plan
1	The Dioceses	<ul style="list-style-type: none"> • Programme implementation • Sharing of lessons learnt
2	Religious Congregations of men and women (ZAS & ARMZ)	<ul style="list-style-type: none"> • Programme implementation • Collaboration
3	ADZACC	<ul style="list-style-type: none"> • Collaboration • Programme implementation
4	NCL	<ul style="list-style-type: none"> • Programme implementation • Collaboration
5	Co-operating Partners	<ul style="list-style-type: none"> • Financial support • Technical support
6	The Zambian Government and line Ministries	<ul style="list-style-type: none"> • Collaboration of particular Programmes • Engagement on specific policy issues
7	NGOs	<ul style="list-style-type: none"> • Programme implementation • Networking and collaboration
8	FBOs	<ul style="list-style-type: none"> • Programme implementation • Networking and collaboration
9	Media houses	<ul style="list-style-type: none"> • Information sharing • Collaboration on getting information out
10	Church Mother Bodies	<ul style="list-style-type: none"> • Joint advocacy • Joint prophetic voice

10.0 THE IMPLEMENTATION FRAMEWORK

10.1 Overall Management Framework



1. THE PROPOSED MONITORING AND EVALUATION SYSTEM

11.1 The Overall and Departmental Monitoring Systems

The monitoring and evaluation of the interventions to be undertaken by the Conference will be done at two levels. At the overall institutional level, the Conference will develop an M&E framework through which the proposed indicators will be further refined and a performance management framework developed. The strategic plan will be monitored through the following processes:

- **A monitoring system** will be set up during the first year of the strategic plan implementation and this will include the collection of baseline data. The indicators in the log-frame will provide a good basis for monitoring progress and assessing the results (outputs, outcomes and impacts) of the strategic plan. Baseline data on these indicators will be collected and a framework for their monitoring developed. In addition, and as part of this system, change stories will be documented and reviewed at all levels (diocese, parish and community). Results from this system will inform management decision making.
- **Monthly CSMT meeting and financial reviews as well as annual financial audits** will also all be part of monitoring the implementation of the strategic plan. From these reviews, annual narrative and financial reports will be developed. Annual Implementation Plans (AIPs) will be developed each year and annual reviews conducted to check annual progress and achievement of plans.
- **External Evaluation.** A Mid-term evaluation will be conducted in 2022 and a final impact assessment and external audit will be carried out at the end of the strategic plan in 2026.

In addition to this overall M&E system to be implemented at the Secretariat level, each of the departments will also develop their specific M&E systems based on the strategic plans that will have been developed.

11.2 Risk Management

The following internal and external risks have also been identified and mitigation measures to be undertaken also outlined in the matrix below. As with the assumptions, the identified risks will also be monitored and the mitigations measure implemented appropriately.

<i>Explanation of Risk</i>	<i>Potential impact</i> High/Medium/Low	<i>Probability</i> High/Medium/Low	<i>Mitigation measures</i>
Internal			
Lack of full buy-in by Bishops / Church Leaders	High	Low	<ul style="list-style-type: none"> • Keep Bishops informed and ensure they own the Strategic Plan • Make SP event run concurrent with Bishops' calendars
Resistance to change by Staff	High	Low	<ul style="list-style-type: none"> • Effective animation / orientation • Periodic Staff development and retention

Autonomy of Bishops/ Dioceses	Medium	Medium	<ul style="list-style-type: none"> Revision of the Conference statutes and by-laws to realign them to the unity
Limited Financial resources to roll out the SP	High	Medium	<ul style="list-style-type: none"> Realistic Budgeting and reduction on non-essential costs Robust resource mobilisation
Staff turnover and inadequate support of pastoral agents at Diocesan level and National level	High	Medium	<ul style="list-style-type: none"> Conference and Dioceses to identify and implement retention, induction and motivation mechanisms On-going capacity building of personnel and pastoral agents by the Conference and Dioceses
External			
Changes in the real estate market in Zambia bringing down earnings from property	High	Medium	<ul style="list-style-type: none"> Diversify Conference's resource base
Donors' change of focus	High	Medium	<ul style="list-style-type: none"> Local resource mobilisation
Political uncertainty, Change in policies	Low	Low	<ul style="list-style-type: none"> Monitor political events and identify triggers for the Conference's action Advocacy for respect of democracy and human rights

11.3 Monitoring of Assumptions

Several assumptions have been made as indicated in the log-frames detailed below (See Appendix I). These assumptions will form part of the monitoring framework. These assumptions will be monitored and necessary steps will be undertaken when they are not holding true.

12.1. FINANCIAL MANAGEMENT

The Conference places great importance on the accountability, transparency, and a good stewardship of resources. As such, it has put in place the Finance and Administration Department (FAD) and a financial management system that ensures that there is transparency, accountability and prudence in the administration of the financial resources and other assets under the Conference.

FAD shall ensure that there is an Accounting & Financial Policies & Procedures Manual put in place. The Financial Manual shall contain various Policies and procedures to guide FAD and other departments in the administration of financial and material resources.

The supervisory role of FAD shall be carried out by the Catholic Secretariat Management Team (CSMT) who shall report to the Conference. The following are the guiding principles in the administration of the financial resources and other assets:

12.1 Sources of Financing and Projected Amount

12.2 Budgeting, Internal Controls and Accounting

FAD will consistently produce annual budgets to support the implementation of the strategic plan. The budget will strictly adhere to the interventions as identified in the annual plans to be developed and will therefore be Activity Based Budgets. The CSMT shall conduct budget reviews on a quarterly basis as part of their internal controls. In addition, CSMT will continue to monitor adherence to the laid down policies, procedures and guidelines. FAD will continue to use computerized accounting software called Pastel Partner to capture and process financial transactions. It will be the duty and responsibility of FAD to ensure that all financial records are properly kept and maintained for a reasonable period as required by national laws and International Accounting Standards.

To ensure internal controls of financial and material resources of the Catholic Secretariat, the Catholic Secretariat Management Team (CSMT) shall put in place an Internal Auditing Team (IAT). Apart from strengthening the internal controls and fostering accountability and transparency, the Internal Auditing Team shall ensure that FAD and other departments adhere to the laid down policies in their administration of the financial and material resources of the Catholic Secretariat. In addition, it is the responsibility of FAD, however, to ensure that external audit takes place annually and encourage other departments to do the same.

12.3 Financial Reporting

FAD will prepare quarterly financial and narrative reports that will be presented to CSMT and eventually presented to the Finance Commission of the Conference. Further, FAD will prepare annual consolidated financial statements using applicable International Financial Reporting Standards (IFRSs), in respect of all the funds administered. The CSMT shall verify and certify all transactions to ensure that they have been properly recorded and that they are properly reflected in the financial statements and any other supporting schedules.

12.4 Auditing of Accounts

The Conference shall be responsible for the appointment of external auditors at the end of each financial year and ensure that an objective and professional audit report is produced. The CSMT shall ensure that a good relationship is maintained with the auditors to avoid conflict of interest. The audit of the Financial Statements shall be conducted at least within three months after the end of each financial year.

13.0 THE SUSTAINABILITY OF THE CONFERENCE

The Conference is currently running income generation activities (IGAs) to supplement the funding that comes from donor agencies while efforts are made to generate local finances. It is hoped that through this strategic plan, the Conference will further enhance its financial capacity to raise its own resources locally through the development of commercially viable business plans based on both the current and the new investments.

Appendix I: The log-frame - Overall Strategic Plan Impacts, Outcomes, Indicators and Assumptions

Result Area	Indicators	Means of verification	Assumption
Overall Strategic Impact: A Zambian people that have a deeper faith and are morally upright	Christians in public office stand up against social evils per year	Media reports Diocesan reports	
	At least (10) Catholics in public office defend human dignity and Christian values.	Diocesan reports Media Reports	
Medium term outcome: A unified and empowered Conference that is inspired by the Word of God for effective evangelization	<ul style="list-style-type: none"> • Consistent messages coming from the Conference and dioceses on issues of national importance. • Solidarity shown by the clergy, religious and the laity on national and diocesan events. (Ordinations, funerals, Jubilees etc.) • Sharing of resources such as Personnel, financial and Material resources between dioceses and the Conference. 	<ul style="list-style-type: none"> • Documentation (Pictures, Video) • Number of parishes supporting the needy dioceses and parishes • Quantity of resources shared. 	<ul style="list-style-type: none"> • That the Bishops will remain committed to unity in the spirit of pastoral solidarity • The Laity, Religious and clergy will buy in the strategic plan
	<ul style="list-style-type: none"> • 100% adherence to commonly agreed resolutions • 95% presence of Bishops at meetings and common functions (funerals, consecration of other Bishops etc.) • 90% of Dioceses make 100% remittance to the Conference and national institutions 	<ul style="list-style-type: none"> • Diocesan Pastoral Council Resolutions • Signed resolutions • Unified and consistent positions and voice on national issues (pastoral statements) • Financial records 	<ul style="list-style-type: none"> • Sustained will from the Bishops • Bishops will remain committed to support national programmes • Dioceses will remain financially viable

Result Area	Indicators	Means of verification	Assumption
Outcome I A Conference that provides effective oversight in the running of the Catholic Secretariat and its related institutions	<ul style="list-style-type: none"> • Bishop Director of each department attends at least 2 Commission or Departmental meetings per year 	<ul style="list-style-type: none"> • Commission meeting minutes • Departmental meeting minutes 	<ul style="list-style-type: none"> • Secretariat and related institutions ready to receive new directives from Conference
	<ul style="list-style-type: none"> • Each Bishop Director has at least 2 departmental meetings with Heads of Department 	<ul style="list-style-type: none"> • Minutes of the meeting 	<ul style="list-style-type: none"> • Bishops willing to provide oversight
Output 1.1: Governance and Capacity of Conference strengthened	<ul style="list-style-type: none"> • 11 Bishops trained in board management skills 	<ul style="list-style-type: none"> • Training reports 	<ul style="list-style-type: none"> • Availability of Bishops to be trained
Output 1.2: Capacity of Catholic Secretariat Management Team on governance enhanced.	<ul style="list-style-type: none"> • 80% of Secretariat staff trained in governance and oriented in management systems 	<ul style="list-style-type: none"> • Training reports 	<ul style="list-style-type: none"> • Secretariat and allied institutions buy in and ready to implement the new plan
Output 1.3: The vision and mission of Conference promoted	<ul style="list-style-type: none"> • 11 orientation sessions conducted 	<ul style="list-style-type: none"> • Session reports 	<ul style="list-style-type: none"> • Institutions recognize new vision and mission of the Conference as supreme and are ready to adhere
Output 1.4: The practice of Conference as a learning institution strengthened and sustained	<ul style="list-style-type: none"> • At least one learning visit to other Conferences conducted annually • New and better practices emerge in the institution as a result of the visits 	<ul style="list-style-type: none"> • Activity report 	<ul style="list-style-type: none"> • Bishops committed and appreciate professional and knowledge development

Outcome II A Conference that is committed to authentic evangelization and missionary spirit	<ul style="list-style-type: none"> • At least faith enhancing programmes prioritized by the Bishops • Commensurable resources made available to faith enhancing Programmes 	<ul style="list-style-type: none"> • National and Diocesan annual work plans 	<ul style="list-style-type: none"> • Bishops support nationally generated Programmes
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Result Area	Indicators	Means of verification	Assumption
	<ul style="list-style-type: none"> • Pastoral agents formed and deployed to mission lands and willing to serve there 	<ul style="list-style-type: none"> • Appointment lists by the Local Ordinaries, Religious Institutions 	
Output 2.1: Capacity of Formators of Agents of evangelization (Priests, religious, catechists) to roll out on-going formation enhanced	<ul style="list-style-type: none"> • At least 50 formators of agents of evangelization trained per annum 	<ul style="list-style-type: none"> • Workshop reports • Training manuals 	<ul style="list-style-type: none"> • Well-formed trainers are available
Output 2.2: Role of the laity in the mission/ evangelization of the Church enhanced	<ul style="list-style-type: none"> • Percentage of laity involvement in the mission of the Church increased • Increase in the number of men involved in evangelisation • Increased offering from the laity • Increase in the number of laity involved in the Sunday Masses 	<ul style="list-style-type: none"> • Diocesan and Parish statistics • Parish account book • Records from Rome 	<ul style="list-style-type: none"> • Bishops and priests are open / well-disposed to the involvement of the laity in the mission of Church
Output 2.3: Biblical and Catechetical Apostolate renewed and Liturgical Celebration enriched	<ul style="list-style-type: none"> • Commissions are meeting as prescribed, and have visible programmes and are producing reports 	<ul style="list-style-type: none"> • National, Diocesan Pastoral reports • Commission reports 	<ul style="list-style-type: none"> • Bishops are willing to establish and support Commissions

Output 2.4: Role of Women in Church leadership enhanced	<ul style="list-style-type: none"> • 50% of women in leadership and decision making positions 	<ul style="list-style-type: none"> • Diocesan and Parish Councils reports • Women Council Reports 	<ul style="list-style-type: none"> • Women are willing to take up different leadership roles within the Church • There are enough women with literacy levels allowing them to serve in leadership positions
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Result Area	Indicators	Means of verification	Assumption
Output 2.5: Pastoral and Spiritual care for children, youth and young adults enhanced	<ul style="list-style-type: none"> • Two pastoral and spiritual care programmes prioritized by Bishops and carried out 	<ul style="list-style-type: none"> • National and Diocesan Pastoral reports 	<ul style="list-style-type: none"> • The Bishops are willing to establish and fund these programmes
Outcome III A Conference with efficient and effective structures, applying best practices and Catholic ethos in the service of its mission that responds to the signs of the time.	<ul style="list-style-type: none"> • All departments are implementing strategic plans and documenting results • All departments are carrying out financial audits as required and reports are unqualified 	<ul style="list-style-type: none"> • Strategic plans in place • Annual and quarterly reports • M & E framework • Audit reports 	<ul style="list-style-type: none"> • Dioceses are willing to work with the departments when implementing national programmes • All departments have the necessary skills to monitor and document results • All departments will be producing annual and other reports
Output 3.1 Restructuring of the Conference departments undertaken.	<ul style="list-style-type: none"> • A new organogram publicized by end of 2016 	<ul style="list-style-type: none"> • Restructuring report 	<ul style="list-style-type: none"> • All HODs support the restructuring process and are not resisting change.

Output 3.2 Capacities of the departments to effectively deliver their Programmes enhanced	<ul style="list-style-type: none"> • All relevant personnel are hired during the first two years of implementing the plan 	<ul style="list-style-type: none"> • Departmental performance reports 	<ul style="list-style-type: none"> • There is political will from Bishops to support departments
	<ul style="list-style-type: none"> • Development of departmental strategic plans, by 2017 	<ul style="list-style-type: none"> • Strategic plan document 	<ul style="list-style-type: none"> • Departments will attract qualified personnel
Output 3.3 Existing Commissions strengthened, defunct ones revived and new ones established.	<ul style="list-style-type: none"> • At least 7 Commissions are functional (Holding meetings, Producing reports) by 2017 	<ul style="list-style-type: none"> • Reports and resource materials produced from functional Commissions 	<ul style="list-style-type: none"> • There is continued support from the Conference

Result Area	Indicators	Means of verification	Assumption
Output 3.4 Catholic ethos in all Programmes of ZCCB institutions applied/reinforced.	<ul style="list-style-type: none"> • Visible presence of Catholic identity (Chaplains, Chapels) <ul style="list-style-type: none"> ▪ Key positions occupied by Catholics in most Catholic institutions by 2020. <ul style="list-style-type: none"> ■ 50 % of Catholic Schools are promoting abstinence ■ RE is taught in all Catholic schools ▪ Celebration of Mass is done in all Catholic schools at least once a week 	<ul style="list-style-type: none"> • Time tables from the schools 	<ul style="list-style-type: none"> • Government accepts the unique identity of the Catholic Church as it relates to Religious Education and the provision of health services.
Outcome IV The Conference has fostered strong partnership with relevant stakeholders to achieve its mission	<ul style="list-style-type: none"> • Joint positions on National issues 	<ul style="list-style-type: none"> • Joint statements 	<ul style="list-style-type: none"> • Stakeholders are willing to work with the Conference

Output 4.1 Capacities of National Catholic institutions (Universities, Seminaries, CAMH) to implement the vision and Mission of the Conference strengthened	<ul style="list-style-type: none"> • Vision and Mission of the Conference reflected in the plans and programmes of National Institutions. 	<ul style="list-style-type: none"> • Display of the Conference Mission and Vision statements in all National Catholic Institutions 	<ul style="list-style-type: none"> • National Catholic Institutional heads buy into the Vision and Mission of the Conference.
Output 4.2 Partnership with Government, enhanced	<ul style="list-style-type: none"> • At least two bilateral partnership meetings held each year 	<ul style="list-style-type: none"> • Minutes and Reports of the meeting 	<ul style="list-style-type: none"> • Government is willing to collaborate with the Conference
	<ul style="list-style-type: none"> • Government involvement in at least 6 development projects/Programmes run by the Conference 	<ul style="list-style-type: none"> • Project reports reflecting government involvement 	<ul style="list-style-type: none"> • Government is willing to collaborate with the Conference/ Church
Output 4.3 Relations with the religious (ZAS, ARMZ) and the Clergy, enhanced.	<ul style="list-style-type: none"> • At least 2 collaborative and consultative meetings held per year 	<ul style="list-style-type: none"> • Minutes and Reports of the meetings held 	<ul style="list-style-type: none"> • All the three tribes are willing to collaborate with ZCCB

Result Area	Indicators	Means of verification	Assumption
Output 4.4 Roles and responsibilities of Cooperating Partners (e.g. JCP, CHAZ, CRS, Cafod) in relation to the implementation of Programmes in Zambia clarified	<ul style="list-style-type: none"> • At least one joint partners' meeting held each year 	<ul style="list-style-type: none"> • Minutes of the Joint meetings 	<ul style="list-style-type: none"> • Partners are willing to cooperate
	<ul style="list-style-type: none"> • Collaborative guidelines produced 	<ul style="list-style-type: none"> • Signed copy of MoU 	
Output 4.5 Interfaith dialogue with faith based mother bodies, promoted	<ul style="list-style-type: none"> • A t l e a s t 1 j o i n t p a s t o r a l s t a t e m e n t r e l e a s e d p e r y e a r 	<ul style="list-style-type: none"> • Pastoral statements 	<ul style="list-style-type: none"> • There will be continued tolerance among members of different faiths
	<ul style="list-style-type: none"> • At least one interfaith meetings to share faith, held per year 	<ul style="list-style-type: none"> • Reports and minutes of the meeting 	

Outcome V The Conference is self-sustaining with good stewardship of its resources	<ul style="list-style-type: none"> • 10% reduction in donor contribution by 2020. • 10% increase in Income Generating Activities. 	<ul style="list-style-type: none"> • Statement showing money raised from local revenue and donors, e.g., Budget, Asset Register 	<ul style="list-style-type: none"> • Both the Bishops and all the faithful are committed towards raising revenue • Good Government Investment Policies
Output 5.1 Current property managed optimally/ commercially and new businesses identified	<ul style="list-style-type: none"> • At least 60% Increase revenue • At least 60% Increase in asset base 	<ul style="list-style-type: none"> • Profit and Loss Statement • Asset register 	<ul style="list-style-type: none"> • Business environment is conducive
Output 5.2 Awareness of lay group leaders on Local Resource Mobilization for the Church enhanced	<ul style="list-style-type: none"> • Materials speaking to the faithful about local contributions produced 	<ul style="list-style-type: none"> • Materials 	<ul style="list-style-type: none"> • The number of the faithful continues increasing • Economy of the country continues to grow
Result Area	Indicators	Means of verification	Assumption
Output 5.3 The Conference's financial administration enhanced	<ul style="list-style-type: none"> • Timely audits annually • All manuals - Financial/Policies - put in place by the end of the second year • Reduction in the issues cited in the management reports 	<ul style="list-style-type: none"> • Timely and quality budget and reports • Audit Reports • Financial policies and guidelines 	<ul style="list-style-type: none"> • The Conference will employ and retain qualified, motivated and reliable human resource
Output 5.5 Bishops exercise appropriate oversight in the management of the Conference's financial properties	<ul style="list-style-type: none"> • 1 supervisory and spot checks per annum 	<ul style="list-style-type: none"> • Supervisory visits reports 	<ul style="list-style-type: none"> • Bishops in the Conference's Finance Commission will have adequate time to undertake spot checks

Appendix II: The Activity Plans

Outcome I:A Conference that provides effective oversight in the running of the Catholic Secretariat and its related institutions

Outputs	Activities	Responsible
Output I Governance and Capacity of the Conference strengthened	1 . Review statutes, by-laws and directories (clarify on roles, authority and decision making process)	Bishops
	1 . Hold Plenary, Executive Board meetings and Extended Board meetings	SG
	1 . Hold training sessions on finance for nonfinance managers for the Bishops	FAD
	1 . Hold training sessions on the role of the Bishops and management as a Board	SG
	1 . Develop standards for institutions of the Conference	Bishops
Outputs	Activities	Responsible
	1 . Establish and review the role of Bishop Directors	Bishops
Output II Capacity of Catholic Secretariat Management Team on governance enhanced.	1 . Review and create effective management structures	CSMT
	1 . Place qualified staff with the right attitude at Secretariat	CSMT
	1 . Establish clear channels of communicating and reporting	CSMT
	1 . Define clearly the roles and responsibilities	CSMT
	1 . Set up knowledge management systems	CSMT

	1 . 2 . 6	Build a sound financial base for the Secretariat	CSMT
Output III The vision and mission of the Conference promoted	1 . 3 . 1	Orient each institution to the vision and mission of the Conference.	Bishops
	1 . 3 . 2	Hold common forums to review how institutions of the Conference are contributing to the vision and mission of the Conference	CSMT
	1 . 3 . 3	Develop the Code of Conduct for Catholic Institutions	Bishops
	1 . 3 . 4	Review and update the Catholic Secretariat Management Manuals and Policy documents	FAD
Output IV The practice of the Conference	1 . 4 . 1	Document good practices from other Episcopal Conferences	CSMT
	1 . 4 . 2	Initiate monitoring/evaluation and learning mechanisms	All Departments

as a learning

Outputs		Activities	Responsible
as a learning institution strengthened and sustained	1 . 4 . 3	Conduct knowledge cafes and professional development	All Departments
	1 . 4 . 4	Collect data biannually from dioceses	C o m m u n i c a t i o n Department & Pastoral

Outcome II: A Conference that is committed to authentic evangelization and missionary spirit

Outputs		A c t i v i t i e s	Responsible
Output I Capacity of Formators	2 . 1 . 1	Conduct training of formators and agents of evangelisation	Bishops' Conference/ Local Ordinaries

and Agents of evangelization (Priests, religious, catechists) enhanced	2 . 1 . 2	Train Catechisers in content and methodology	Pastoral & Education
	2 . 1 . 3	Form Catechisers in their vocation and spirituality	Pastoral & Education
	2 . 1 . 4	Strengthen Diocesan Pastoral teams in the work of New Evangelisation - Hold workshops on new evangelization - Hold workshops on family life	Pastoral
	2 . 1 . 5	Promote catechesis in the family	Pastoral
Output II Role of the laity in the mission /evangelization of the Church enhanced	2 . 2 . 1	Form the Laity in the tenets of faith	Pastoral
	2 . 2 . 2	Facilitate the strengthening of laity structures in Dioceses	Pastoral
	2 . 2 . 3	Facilitate increased laity involvement in the Church	Pastoral
	2 . 2 . 4	Form women as agents of evangelizations	Pastoral
	2 . 3 . 1	Establish and enhance the Biblical Apostolate	Pastoral

Outputs		A c t i v i t i e s	Responsible
Output III Biblical and Catechetical Apostolate renewed and Liturgical Celebration enriched	2 . 3 . 2	Conduct consultative sessions with Diocesan Pastoral Coordinators on the renewal of SCC	Pastoral
	2 . 3 . 3	Integrate lessons on other religions in the RCIA	Pastoral
	2 . 3 . 4	Give sessions on other religions to catechisers	Pastoral

	2 . 3 . 5	Hold sessions with the religious to impress upon the religious to get involved in Catechetical work	Pastoral
	2 . 3 . 6	Update and produce catechetical manuals	Pastoral
	1 . 3 . 7	Conduct formation on Liturgical norms to Diocesan Liturgical Commissions	Pastoral
Output IV Role of Women in Church leadership enhanced	2 . 4 . 1	Introduce the 50-50 parity policy for leadership positions in appropriate structures	Pastoral & Caritas Zambia
	2 . 4 . 2	Sensitize women in the Church to take leading role in promotion of life	Pastoral & Caritas Zambia
	2 . 4 . 3	Sensitize women in the Church to take leading role in curbing vices of child abuse and early pregnancies and marriages	Pastoral, Education & Caritas Zambia
	2 . 4 . 4	Empower women through literacy and entrepreneurship training	Caritas & Pastoral
	2 . 4 . 5	Pastoral department with NCCW plan for other activities of women apostolate	Pastoral & Caritas Zambia
Output V Pastoral and Spiritual care for children, youth and	2 . 5 . 1	Develop missionary animation manuals	Pastoral & PMS
	2 . 5 . 2	Produce secondary level manuals of missionary animation for children, youth and young adults	Pastoral, Education & PMS
	2 . 5 . 3	Train animators in the utilization and application of the manuals	Pastoral, Education & PMS
Outputs		A c t i v i t i e s	Responsible
young adults enhanced	2 . 5 . 4	Introduce and enhance chaplaincy for youths and higher institutions of learning	Bishops & Pastoral
	2 . 5 . 5	Train and form priests and other pastoral agents in youth and campus ministry	Bishops & Pastoral

Outcome 3: A Conference with efficient and effective structures, applying best practices and Catholic ethos in the service of its mission that responds to the signs of the time.

Outputs		Activities	Responsible
Output I Capacities of the departments to effectively deliver their Programmes enhanced	3 . 1 . 1	Undertake capacity needs assessment and conduct appropriate training including continued formation in Catholic ethos	CSMT
	3 . 1 . 2	Establish and implement a mentorship programme	FAD
	3 . 1 . 3	Strategic plans and M&E systems developed for each dept.	All Departments
	3 . 1 . 4	Review and develop new/relevant policies and guidelines for the operations of departments of the Conference.	FAD
	3 . 1 . 5	Develop and implement resource mobilisation strategies.	FAD
	3 . 1 . 6	Conduct induction for new employees of the Conference.	FAD
Output II Existing Commissions strengthened , defunct ones revived and new but relevant ones established.	3 . 2 . 1	Undertake an assessment of existing and defunct commissions and draw lessons from them.	All Departments
	3 . 2 . 2	Establish the status of Commissions for the Conference	SG
	3 . 2 . 3	Draw up guidelines and constitutions for Commissions	All Departments
	3 . 2 . 4	Provide technical support to dioceses to establish Commissions where they do not exist and strengthen them where they exist	All Departments

Outputs		Activities	Responsible
	3 . 2 . 5	Conduct two learning visits to other Conferences to learn the establishment of the Commissions	CSMT
Output III Catholic ethos in all	3 . 3 . 1	Produce Information Education and Communication (IEC) materials on Catholic ethos (flyers, Posters, booklets)	SG & Pastoral

Programmes of the Conference institutions applied/ reinforced.	3 . 3 . 2	Prepare a package on Catholic ethos for use in induction and on-going formation sessions.	SG & Pastoral
	3 . 3 . 3	Hold national workshops for heads of institutions for the Conference on Catholic ethos.	SG & Pastoral
	3 . 3 . 4	Support induction of new personnel working for institutions of the Conference and conduct on-going formation on Catholic ethos.	SG & Pastoral
	3 . 3 . 5	Hold two meetings per year to discuss Catholic ethos and consider new developments on the same.	SG & Pastoral

Outcome 4: Stakeholders working with the Conference to achieve its mission

Outputs	Activities	Responsible
Output I Capacities of the Dioceses and National Catholic institutions (Major Seminaries, Universities, CAMH, Mpelembe Secondary School) to implement the vision of the Conference strengthened	4 . Hold a study day at national level for the 1 . Catholic institutions 1	SG & Pastoral
	4 . Produce and disseminate flyers, posters etc. 1 . on the vision and Mission of ZCCB 2	Pa s t o r a l , FA D & Communications
	4 . Facilitate institutional reports to the 1 . Conference meetings 3	CSMT
Output II Partnership with Government, enhanced	4 . Participate in relevant meetings called by 2 . government. 1	All Departments
	4 . Initiate policy based dialogue meetings with 2 . relevant government ministries 2	All Departments
	4 . Analyse socio-economic and political 2 . emerging issues and develop alternative 3 policy positions	Caritas Zambia
	4 . Produce and disseminate pastoral 2 . statements/letters on social economic and 4 political issues.	Bishops
	4 . Examine current MoUs with government in 2 . such sectors as education, health, 5 governance etc.	Relevant Departments
Output III Relations with the religious, (ZAS, ARMZ) and the Clergy	4 . Collaborate with the Religious and Clergy on 3 . national projects e.g. ZCU,CAMH and 1 Mpelembe	Relevant Departments
	4 . Initiate regular meetings with ZAS, AZADCC 3 . and ARMZ. 2	SG & Pastoral
	4 . Share information on the Social Teaching of 3 . the Church 3	Caritas & Pastoral

Outputs		Activities	Responsible
enhanced	4 . 3 . 4	Hold meetings with Religious Congregations to establish avenues of strengthening relationships	SG & Pastoral
Output IV Roles and responsibilities of cooperating partners (e.g. JCP, CHAZ, CRS, Cafod,) in relation to the implementation of Programmes in Zambia clarified	4 . 4 . 1	Review MoU between the Conference and cooperating partners, create and sign new ones where they don't exist.	SG & FAD
	4 . 4 . 2	Develop a policy framework for the operation of Cooperating Partners in Zambia.	CSMT/Bishops
Output V Ecumenical and Interfaith dialogue promoted	4 . 5 . 1	Hold study day with leaders of various religious institutions and faiths	Pastoral
	4 . 5 . 2	Hold regular consultative meetings with FBOs on key social, economic, spiritual and political issues in the interest of the nation.	SG, Pastoral & Caritas Zambia
	4 . 5 . 3	Invite FBO leaders to major Catholic events	SG
	4 . 5 . 4	Hold regular bilateral meetings with Church Mother bodies on mutual issues of concern	SG

Outcome V: Conference is self-sustaining with strengthened resource mobilisation and good stewardship of resources

Outputs		Activities	Responsible
Output I Current property managed	5 . 1 . 1	Undertake property assessment	FAD

Outputs		Activities	Responsible
managed optimally/commercially and new businesses identified	5 . 1 . 2	To undertake an assessment of potential business opportunities and develop business plans	FAD
Output II			
Awareness raising on Local resource mobilization and self-sustainability of the Church conducted	5 . 2 . 1	Raise awareness on the local resource mobilization and self-sustainability of Conference and Dioceses	FAD & Pastoral
Output III			
Conference's financial management enhanced	5 . 3 . 1	Review and develop relevant financial policies, manuals and guidelines	FAD
	5 . 3 . 2	Monitor compliance of financial policies	FAD
	5 . 3 . 3	Facilitate internal and external audits and have them presented to the Bishops	FAD
	5 . 3 . 4	Build human capacity in financial resource management	FAD
Output IV			
Bishops exercise appropriate oversight in the management of the Conference financial properties	5 . 4 . 1	Develop guidelines and protocols on the role of managing agencies, boards etc.	SG & FAD
	5 . 4 . 2	Conduct regular visits by members of Finance Commission of the Conference	Finance Commission
	5 . 4 . 3	Produce financial reports and present to the Bishops	FAD
	5 . 4 . 4	Prepare an update on property and asset register and present to the Bishops	FAD

Appendix III: The Strategic Plan Budget

