**Strategic Planning Workshop Justice and Peace Commission, Archdiocese of bamenda, 26.11.-28.11.2014**

**Strategic Plan Justice and Peace Commission 2015-2020**

**Justice and Peace Commission Integrated Results and Resources Matrix 2015 to 2020**

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| **Impact:**  **Changes in the lives of people** | **Constructive conflict management and the prevention of violence at all levels in order to build cohesive and stable communities** | **Both goals are pursued through a rights-based approach which empowers vulnerable groups, strengthens gender equality and reduces corruption** |
| **Poverty reduction and sustainable development in the archdiocese by promoting inclusive, democratic and accountable decision-making processes and the respect of the rights of the most vulnerable** |
| **Outcomes:**  **Behavioural and institutional change** | **Improved governance in local government institutions and communities through the active participation of men, women and children in the decision making processes on all levels.** | |
| **Violence is prevented through early responses to and the constructive management of conflicts.** | |
| **Trafficking is further reduced and the most vulnerable groups are empowered and their rights better protected.** | |
| **JPC is a more effective and efficient organization, with improved systems and processes, well managed resources and engaged personnel.** | |
| **Outputs** | **37 programmatic outputs that are the changes/results directly attributable from JPC products or services** | |
| **Institution al Effectiveness** | **JPC is a more effective and efficient organization, with improved systems and processes, well managed resources and engaged personnel** | |

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| **Key Result Area 1: Democratic Governance and Inclusive, Participatory Decision-Making at all levels:** | | | | **Resources** |
| **Outcome 1: Improved governance in local government institutions and communities through the active participation of men, women and children in the decision making processes on all levels.** | | | |  |
| **Outcome Indicator 1: Number of councils that include and implement recommendations from women, men and children in their development plans.** | | | **Baseline 2015** | **Target 2020** |
| **0** | **10** |
| **Output** | **Output indicator** | |  |  |
| Output 1.1  In at least 10 communities 50% more community members actively participate in the sessions of the local council and report about the outcomes to the communities. | 1.1.1 | # of people attending council sessions | TBD | 150 |
| 1.1.2 | # of active contributions |  | 20 contributions per community |
| 1.1.3 | # of reports to communities |  | 200 |
| Output 1.2  At least 10 community forums with at least 1/3 female members and at least 1/5 children’s representatives regularly discuss burning local issues, draft recommendations and dialogue with elected officials and duty bearers about the solutions and follow up on them. | 1.2.1 | # of community forums with at least 1/3 women and at least 1/5 children’s representatives created | 0 | 16 forums per council |
| 1.2.2 | number of issues about which recommendations were made, | 0 | 8 per community and year |
| 1.2.3 | number of children and women ideas represented in recommendations |  | 50 |
| 1.2.4 | Number of engagements between the community forums and relevant local authorities resulting in the agreement of action plans to tackle the issues |  | 4 per community and year |
| 1.2.5 | actions taken according to the action plans |  | 80% |
| Output 1.3  35% of catholic church groups in the Archdiocese of Bamenda practice the rule of law, separation of power and regular, free and fair elections to install a culture of democracy | 1.3.1 | # of church groups which have revised their internal procedures and policies |  | 30 groups |
| 1.3.2 | percentage of groups that ask JPC to monitor their elections |  | 50% groups |
| 1.3.3 | % of church groups whose internal procedures and policies fully reflect democratic norms |  | 80% of the targeted church groups |
| Output 1.4  300 women are empowered in leadership and management roles in 10 council areas within the archdiocese to enable them to contest for elective and appointive positions in the church and local government. At least 50 of those women will be elected or appointed to such positions. | 1.4.1 | number of targeted women in leadership positions |  | 50 over the whole period |
| Output 1.5  In at least 10 parishes, paralegals of the JPC accompany the proceedings of the land consultative board by advising the complainants about the proper procedures and by monitoring and reporting about the hearings in order to reduce corruption. | 1.5.1 | Number of clients / complainants sensitized on the effects of corruption and advised on the correct proceedings of the land consultative board per parish |  | 5 per parish per annum |
|  | 1.5.2 | number of meetings attended per parish and year |  | 5 meetings per parish per year |
| Output 1.6  In 15 communities at least 150 fathers will act as real partners of their wives in all aspects in the upbringing of their children including decision making. | 1.6.1 | Testimonies on change stories of fathers, mothers and children |  | 2 testimonies per father per year |
|  | 1.6.2 | Examples of changes in joint decision making of the sexes in the family and community organizations due to  project activities |  | 2 changes per community per year |
| Output 1.7  In at least 10 communities Children’s Councils regularly discuss burning child rights issues with the relevant authorities and through media with the public. They contribute to the implementation and follow up on the action plans that they develop with the authorities. | 1.7.1 | Number of engagements between the Children’s Councils and relevant authorities resulting in the agreement on strategies and action plans to tackle the issues |  | 10 per community per year |
| 1.7.2 | number of discussions held |  | 20 Per year and per community |
| 1.7.3 | % of implementation of action plans |  | 50% |
| **Key Result Area 2: Constructive Conflict Management and Dispute Resolution** | | | | **Resources** |
| **Outcome 2: Violence is prevented through early responses to and the constructive management of conflicts.** | | | |  |
| **Outcome indicator 1 a): 40% reduction in the number of tribal conflicts in the archdiocese** | | | **Baseline**  **2015** | **Target 2020** |
|  | **14 tribes** |
| **Indicator b)% increase in frequency and type of interaction between members of conflicting communities** | | |  | **50% increase in interactions** |
| **Output 2** | **Output indicator** | |  |  |
| Output 2.1  Land disputes between four villages will be managed by joint committees, of which at least every third member is female and where at least two representatives of children are included. | 2.1.1 | proportion of male-female |  | 1:3 |
|  | 2.1.2 | number of children in the committees |  | 4 per committee |
|  | 2.1.3 | Number of joint strategies and action plans developed |  | 5 strategies per village per year |
|  | 2.1.4 | Percentage of action points from plan implemented in time |  | 70% timely implementation rate |
| Output 2.2  Joint committees of pastoralists and farmers are mediating their own disputes in at least two divisions with the active participation of women and children representatives. | 2.2.1 | Evidence of committees established, |  | 10 |
|  | 2.2.2 | % of women and children included |  | 1:3 ratio of female to men  5 children rep/ committee |
|  | 2.2.3 | contributions of women and children during deliberations and responses to them |  | ¼ of all contributions are from women and children |
|  | 2.2.4 | Proportion of violently escalated conflicts and conflicts with a high risk of escalation between pastoralists and farmers for which a solution has been proposed by the committees |  | 5 per year per community |
|  | 2.2.5 | reduction in number of cases between pastoralists and farmers brought to the courts from those communities |  | 50% decrease |
| 2.3  80% Youth Peace Committees (male and female members of about 14-24 years) constructively manage disputes among young people and prevent escalation through early warning and response and channeling burning issues of the youth to authorities and engage their peers in peace education in at least 10 communities. | 2.3.1 | Number of disputes handled among young people |  | 10 per year per community |
|  | 2.3.2 | Number of conflicts prevented and types of response methods used |  | 10 per year per community, two early warning responses used |
| 2.3.3 | Number of issues channeled to authorities and number of response from authorities |  | 3/community/year; 2/3 positive response |
|  | 2.3.4 | Number and frequency of peace education held with peers within same community and with YPC of other neighboring communities |  | 12 per year among peers and 6 per year with adversary community |
|  | 2.3.5 | Number, frequency and type of interactions/sporting events with peer YPC of other communities |  | 6 per year every 2 months on peace education workshop/sensitization, sporting events and income generating activities exchange sessions |
| 2.4  50% of YPC members engage in income generating activities and have increased their livelihood by 30% | 2.4.1 | 30% increase in livelihood of YPC members |  | 30% increase |
| 2.5  80% of Women Peace Committees constructively settle disputes in the households and quarters, they prevent violence on the different levels up to inter-village disputes by early warning and response in at least 10 villages | 2.5.1 | Number, frequency and type of disputes handled |  | 12/year, monthly household/quarter violence, |
| 2.5.2 | Frequency of using early warning response mechanism |  | Monthly |
| 2.6  70% of WPC engage with the men’s committees to raise burning issues with the authorities so that the root causes of conflicts will be tackled before the conflicts escalate in at least 10 villages. | 2.6.1 | Number and frequency of joint meetings held |  | 3 per year, quarterly |
|  | 2.6.2 | Number and type of ideas raised by joint committees to authorities |  | 5 per year on women’s rights, women in decision making etc |
|  | 2.6.3 | Number and type of responses that authorities are acting on |  | 2/3 positive response |
| 2.7  75% of WPC are advocating together for the respect of women’s rights in at least 10 communities. | 2.7.1 | Number and types of women rights issues raised to authorities |  | 5 issues per year on harmful traditional practices against women, women and access to land |
| 2.7.2 | Number of women right issues authorities has given positive solutions to. |  | 3/5 |
| 2.7.3 | Evidence that 10% of WPC members are enjoying at least one of their rights |  | 10% of women enjoy at least one right |
| 2.8  75% WPC with their spouses create more peaceful homes with less violence against women and children in at least 10 villages. | 2.8.1 | Evidence that violence geared at women and children in homes have reduced by 50% |  | 50% reduction on violence in homes |
|  | 2.8.2 | Testimonies from women and children |  | Testimonies from 60 homes |
| 2.9  75% WPC engage in joint economic activities and have increased their contribution to family income by 10% in at least 10 communities | 2.9.1 | Number and type of economic activities of WPC |  | 5 types of income generating |
|  | 2.9.2 | Evidence of a 10% increase in family spending |  | 10% increase |
|  | 2.9.3 | Number and frequency of interactions for economic activity purposes between WPCs of neighboring villages |  | 6 per year, once every two months |
| 2.10  75% Men Peace Committees constructively settle disputes in the households and quarters in at least 10 villages. | 2.10.1 | Number and types of disputes handled |  | 24 per village per year on domestic violence and child abuse |
| 2.11  75% MPC prevent violence on the different levels up to inter-village disputes by early warning and response in at least 20 villages. | 2.11.2 | Number, type and frequency of early warning response used |  | 12 per year on inter-village land disputes that used early warning response |
| 2.12  20% MPC of 10 villages advocate for the active participation of women in public decision-making and peace building. | 2.12.1 | Type of campaign messages disseminated and target audience |  |  |
|  | 2.12.2 | Evidence that 1/3 WPC members participate in public decision making and peace building processes |  |  |
| 2.13  50% MPC and WPC members together with their spouses create more peaceful homes where women participate more equally in the household decisions and where violence against women and children is drastically reduced in 20 villages. | 2.13.1 | Testimonies from women, men and children of reduced violence in homes |  | 50% homes in 20 villages |
|  | 2.13.2 | Evidence of cohesive homes with equally sharing of tasks and joint decision making |  | 50% homes in 20 villages |
| 2.14  80% local authorities in 10 villages constructively settle disputes aiming at reconciliation. They encourage the active participation of women and youth in dispute resolution and peace building processes and form dispute settlement forums that bring together the adversaries to jointly find solutions. | 2.14.1 | Number and type of joint dispute settlement efforts organized and attended by Fons of conflicting villages |  | 3 joint meetings per village per year to settle land/boundary disputes |
|  | 2.14.2 | Evidence that 1/3 members of dispute settlement committee are women and youth representatives have contributed ideas |  | 1/3 members are women, youth are represented in meetings and contribute ideas |
|  | 2.14.3 | Evidence that ideas of women and youth form part of the final recommendations in the dispute settlement |  | ¼ recommendations reflect contributions from women and youth of all dispute settlement resolutions |
| . | 2.14.4 | Evidence that reconciliatory rites etc have been conducted between adversaries that confirm parties have reconciled |  | 4 reconciliatory mechanisms entered into by conflicting factions of 4 tribes each year. |
| **Key Result Area 3: Supporting the most vulnerable groups to realize their rights** | | | | **Resources** |
|  |
| **Outcome 3.1: Trafficking is further reduced and the most vulnerable groups are empowered and their rights better protected.** | | | **Baseline** | **Target 2020** |
| **Outcome indicator 3.1: 80% more victims of trafficking in persons in the archdiocese supported and rehabilitated** | | |  | **30 per year** |
| **Outcome Indicator 3.2: 60% increase in business capital for vulnerable groups in 30 parishes of the archdiocese** | | |  | **60%** |
| **Outcome Indicator 2: Evidence of reduction of violence against women that occur in 20 parishes and actions taken by women and men to redress the situation** | | |  | **15 per Parish per year** |
| **Outcome Indicator 3: 10% increase in the respect of rights of vulnerable persons in the justice and penitentiary systems** | | |  | **10% increase** |
| **Output** |  | **Output indicator** |  |  |
| Output 3.1  50% of the 100 trained JPC workers render paralegal services in at least 30 parishes of the Archdiocese of Bamenda. | 3.1.1 | number of cases files created and followed-up per paralegal | 0 | 12 cases per year per paralegal |
| Output 3.2  10 vigilance committees formed in 10 villages are pre-empting trafficking in persons | 3.2.1 | Number of cases identified and reported to JPC |  | 3 cases per year per village |
|  | 3.2.2 | Number of pre-empted cases |  | 5 cases pre-empted per village per year |
| Output 3.3  Enhanced capacity of media in the archdiocese to report accurately on Trafficking in Persons. | 3.3.1 | Media guidelines to report on trafficking are established and used |  | 1 guideline per year |
| 3.3.2 | 10 media  coverage on Trafficking in Persons issues |  | 10 per year |
| 3.3.3 | 70% accurate media report Trafficking in Persons |  | 70% |
| Output 3.4  At least 50 victims are reunited with their families or have found a home with care-givers that adequately support them each year. | 3.4.1 | Number of victims identified who receive care |  | 50 each year |
| Output 3.5  At least 200 victims of trafficking are attending schools or skills trainings. At least 150 have started their own trade. | 3.5.1 | Enrollment figures in school institutions  Number of established trades |  | 40 in school each year 30 own a trade each year |
| Output 3.6  At least 100 homes of victims of child labor have improved their economic situation through strengthened business skills (or other skills necessary for income generating activities) of the female care-giver and an improved, joint management household finances by male and female care-givers | 3.6.1 | 20% Increase in household income |  | 20 families each year |
|  |  |  |  |  |
| Output 3.7  40% of issues of illegal detention attended to by the JPC leading to a 10% reduction of illegal detention in the five prisons of the Archdiocese. | 3.7.1 | 40% of cases of illegal detention attended to |  | 40% cases per prison per year |
|  | 3.7.2 | 10% reduction of illegal detention |  | 10% per prison per year |
| Output 3.8  20% of inmates acquire life skills in the five prisons of the Archdiocese | 3.8.1 | number of trainings and of inmates trained |  | 4 trainings per year for 20 in-mates per prison |
|  | 3.8.2 | number of inmates that produce articles for sale |  | 20 per prison |
|  | 3.8.3 | inmates targeted less frequently involved in violence |  | 50 in-mates per year |
| Output 3.9  The JPCs will link at least 200 families of inmates to support structures and prepare them for the eventual reintegration of the inmates. | 3.9.1 | number of referrals to support structures |  | 40 per year |
|  | 3.9.2 | number of families prepared to receive their relative |  | 40 per year |
|  | 3.9.3 | Satisfaction of families with the service |  | 70% of the targeted families |
| Output 3.10  Male and female members of 20 parishes are aware of the causes and consequences of (S)GBV and the available support services for survivors. | 3.10.1 | 50% target group  who can identify/describe the  causes and consequences including support services |  | 25 members per parish per year |
| Output 3.11  In six deaneries 10 couples each act as role models in gender equality and showcase the positive effects of such a relationship. | 3.11.1 | list of actions/behaviour that show gender roles are being performed by each sex, |  | 10 couples per deanery per year |
|  | 3.11.2 | events to showcase positive effects |  | 1 per deanery per year |
| 3.12  The people in the Diocese are conversant with the importance of writing wills and 5% of them were accompanied to write their wills. 60% of the justice and peace workers have actually written their will. | 3.12.1 | 5% of the population accompanied to write their will |  | 5% population |
|  | 3.12.2 | 60% of justice and peace workers with a written will |  | 60% JPC members |
| Output 3.13  In four fondoms, the fons, the traditional councils and representatives of women’s groups have agreed upon strategies to minimize harmful traditional practices that violate women’s rights and are implementing them | 3.13.1 | strategies and plan of action developed |  | 1per fondom per year |
|  | 3.13.2 | Percentage of action points implemented |  | 40% implementation rate |
| Output 3.14  Information campaign messages on gender discrimination and harmful traditional practices against women is received and used by 30% population in 4 Fondoms by men, women and traditional leaders | 3.14.1 | 50% target group  who can identify/describe the  campaign message |  | 50% |
|  | 3.14.2 | 30% target group who took action  as a result of the campaign message or contacted a  provider of/for information or  services |  | 30% |
| Output 3.15a  90% of the workers in the archdiocese have formal employment contracts according to the labour code.  Output 3.15b  At least 50% of the poorly done contracts of the archdiocese will be reformulated to guarantee the worker’s rights. | 3.15.1a/b | Employment contracts |  | 90%  50% |
| **Key Results Area 4: JPC Organizational Development** | | | | Resources |
| **Outcome 4: JPC is a more effective and efficient organization, with improved systems and processes, well managed resources and engaged personnel** | | | |  |
|  | | | **Baseline 2015** | Target 2020 |
| **Outcome indicator 4.1: % of JPC staff, volunteers, paralegals, elected JPC members surveyed who rate JPC favorably on empowerment and engagement** | | |  | 80% |
| **Output** | **Output indicator** | |  |  |
| Output 4.1  In order to ensure an effective and efficient delivery of results as well as the sustainability of the organization, JPC leadership fosters a working environment with clear and transparent internal structures and processes, including:  An organogram  reporting lines,  roles and responsibilities,  knowledge management strategy,  internal policies / code of conduct on gender, child protection, whistle blowing, finances etc | 4.1.1 | existence of approved and signed documents (see column one), |  | JPC documents developed, (see to column one)  40 facilitators  100 paralegals |
| 4.1.2 | plans of action for implementation, |  | 3 plans of action |
| 4.1.3 | de facto behaviour of staff, JPC elected members, paralegals, facilitators and volunteers mirrors the codified agreements / documents |  | 100% compliance  100% delivery rate |
| Output 4.2  Human resource management and capacity of JPC workers (staff, elected JPC members, paralegals, facilitators and volunteers) strengthened to ensure commitment and a talented, diversified and productive justice and peace workers at all levels in the archdiocese | 4.2.1 | % of trained JPC workers |  | 80% |
| Output 4.3  Results based management is enhanced at all levels including programme effectiveness (planning, monitoring, evaluation and reporting) | 4.3.1 | % of JPC paralegals, staff, elected members and facilitators producing results based focused report |  | 90% |
| 4.3.2 | Rate of implementation of evaluation recommendations |  | 100% |
| Output 4.4  JPC financial sustainability ensured (i) enhanced and diversified resource mobilization partnership base (ii) local mobilization strategies developed and implemented | 4.4.1 | Strategy developed and resources raised |  | 3 strategies |
| 4.4.2 | Amount raised from (i)foreign donors  (ii) local contribution |  |  |
| Output 4.5  Communication strategies developed and implemented that lead to improved awareness of JPC role and mandate among targeted partners, elected JPC members, JPC paralegal, facilitators and all stakeholders | 4.5.1 | Reach by JPC to its targeted stakeholders through:  a. JPC website  b. JPC social media channels  c. Conventional media coverage (i.e. TV/print/web media articles) |  | 2 TV interviews  per annum/ 4  print interviews  per annum/4  web articles per  annum |