

STRATEGIC PLAN 2019-2022



IF YOU WANT PEACE, WORK FOR JUSTICE



**JOHN PAUL II
JUSTICE AND PEACE CENTRE
(JPIJPC)**

JOHN PAUL II JUSTICE AND PEACE CENTRE

STRATEGIC PLAN

2019 - 2022



MESSAGE FROM THE CHAIRMAN BOARD

We are so privileged to have this strategic plan 2019 - 2022, a document for advancement of the mission and goal of the Centre. It also provides useful direction for attainment of the Centre's objectives. I therefore, thank everyone who contributed to its development.

The current social, economic, and political environment in the country has shaped the development of this strategic plan and its focus for the next four years. JPIIJPC is concerned about the violation of human rights by the various security agents, trafficking in persons; poor health and education service delivery, domestic violence; high youth unemployment; and low civic competence. Therefore, efforts will be made to change these appalling situations, hindering the people of God in Uganda to live a just, peaceful, and dignified life.

JPIIJPC is cognisant that it cannot realize the aforementioned changes alone. Consequently, the Centre is committed to collaborate with community members, government officials, religious leaders, institutions of learning, civil society organisations and development partners to ensure that this strategic plan is effectively implemented.

As Board members, we commit to provide the necessary support to the Centre in resource mobilisation and implementation of the programmes as stipulated in the strategic plan.

God's blessings to you all,

Fr. Olobo Leonard

Chairman Board

MESSAGE FROM THE MANAGEMENT

On behalf of the Management of John Paul II Justice and Peace Centre (JPIIJPC) and on my own behalf, I would like to thank each and every person who has contributed to the development of this strategic plan. This important document will guide the interventions of the Centre for the next four years 2019 - 2022. By this document, the Board, Management and all JPIIJPC partners are making a statement to the world that they are committed to cause change in the lives of Ugandans especially the poor and vulnerable affected by the political, economic and social dehumanising problems in the country.

The document has gone through a number of stages. The review of literature by the consultant on the country context, evaluation of the 2015 – 2018 strategic plan through roundtable discussion; and strategic planning workshops involving the Board, Staff and selected partners.

Many thanks to the Board for their contribution to the strategic issues and interventions that matter to the Centre. Specifically, for the clarity on the: relevance of the Centre after 11 years of operation; mandate, vision, mission and core values of the Centre; role of the various organs of the Centre; and priority areas for intervention in the next four years. All these formed the content of the strategic plan. Finally, I thank the Board for the approval of this strategic plan and commitment to its implementation.

Yours faithfully,

Alfred Avuni

Acting Director

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ACRONYMS

ARU	Association of Religious in Uganda
BOG	Board of Governors
CBO	Community Based Organisation
COCTIP	Coordination Office to Combat Trafficking in Persons
CSO	Civil Society Organisation
HIV	Human Immune Virus
IEC	Information, Education and Communication Material
JPIIJC	John Paul II Justice and Peace Centre
M & E	Monitoring and Evaluation
MOFPED	Ministry of Finance, Planning and Economic Development
NDP	National Development Programme
NGO	Non-Government Organisation
NRM	National Resistance Movement
SDG	Sustainable Development Goals
SO	Strategic Objective
SP	Strategic Plan
TIP	Trafficking in Persons
UK	United Kingdom
UN	United Nations
UPDF	Uganda Peoples Defence Forces
UPE	Universal Primary Education
US	United States

INTRODUCTION AND BACKGROUND

1.1 Introduction

This is the third Strategic Plan (SP) of John Paul II Justice and Peace Centre. It succeeds the second strategic plan, developed in 2015 and will end in December 2018. It reflects the goal of the Centre, namely the pursuit of a just and peaceful society in Uganda. Like most Strategic Plans, therefore, it is a tool for advancement of the mission and goal of the Centre, providing useful direction for attainment of its objectives. The Strategic Plan reflects a pastoral context that calls for more boldness in confronting the array of political, economic and social issues affecting the country. It highlights the variety of actions to be taken by the Centre, and with other stakeholders, to influence positive change for all.

1.2 Background

John Paul II Justice and Peace Centre (JPIIIPC) was established in 2006 as a faith-based organisation by a consortium of five religious congregations: Comboni Missionaries, Holy Cross, Mill Hill Missionaries, Missionaries of Africa and the Society of Jesus (Jesuits). It was officially opened on 10th November 2007 by His Eminence Cardinal Emmanuel Wamala. In 2008 the Comboni sisters joined the consortium, followed by Missionary Sisters of our Lady of Africa in 2015, raising the number of members to seven.

The intention of the founders was to create an institution that would facilitate collective action by the various member congregations against social injustice. They agreed to work together to (a) address matters of justice and peace based on evidence (research), (b) promote Catholic Social teaching; and (c) provide up-to-date information to members and other stakeholders on what was going on in the country.

The founders were particularly compelled by the wanton violation of human rights in Uganda, many times by security agencies, rising economic inequalities and poverty, prevalence of violence at family and community levels, the pathetic situation of persons emerging from war in Northern and Western Uganda, and abuse of rights of workers by private companies. The founders, therefore, made a deliberate choice to intervene collectively in the social, economic and political situation in Uganda by addressing themselves to such phenomena. In other words, they wanted to witness the love of Christ in the concrete historical moment in Uganda, hence the motto, "Faith doing Justice".

The members also hoped to contribute to the proclamation of the social Gospel by the Church in Uganda. Whereas religious congregations have a right to do anything in line with their charism in furtherance of the same, members found it necessary to engage in constructive interface with the Uganda Episcopal Conference by providing accurate and continuous information to the Church based on evidence generated through research; and support diocesan justice and peace structures in their work for justice and peace. In a nutshell, the Centre's main value addition to the work of the Church in Uganda has been promotion of social evangelisation, and research and documentation.

1.3 Objectives of JPIIIPC

1. To make Catholic Social Teaching more known, understood and effective in the life of the Church and society.

2. To create a Centre of research on issues of justice and peace.
3. To engage in policy advocacy in order to be a voice for a just society.
4. To collaborate with other institutions or groups which share the same vision and objectives, particularly the Justice and Peace Commissions, Association of Religions in Uganda (ARU), and member institutes.

1.4 Mandate

JPIIJPC draws its mandate from the Synod of Africa for 2009, called by John Paul II with the theme, “The Church in Africa in Service to Reconciliation, Justice and Peace”. It also draws its mandate from his encyclical letter, *Ecclesia in Africa* 1995 after the first synod whereby the Pope called upon the Church as the family of God to bear witness to Christ by a firm commitment to justice and solidarity by each member of God’s people. The rich reservoir of the Catholics Social Teaching forms the basis of execution of the mandate. The Centre is committed to make it better known, more relevant, and really transformative in personal, social, economic, and political life of the people.

1.5 Justification for the Development of the Strategic Plan

This Strategic Plan is specifically intended to:

- a) Provide the set interventions to be undertaken by JPIIJPC in pursuit of its goal,
- b) Act as a tool for mobilisation of resources - human, financial and material- needed to sustain the centre and its various efforts,
- c) Highlight the internal and external environments likely to impact the existence and operations of the Centre,
- d) Guide the Centre in planning and implementing its activities and in the general operations, and
- e) Provide the benchmarks against which the Centre can periodically evaluate its interventions and operations.

1.6 Strategic Planning Process and Considerations

This Strategic Plan was developed with full participation of key stakeholders in the Centre. Different workshops were held with staff, partners, and Board of Governors of the Centre where their views were sought and opportunity provided to them, in groups, as well as individually to input the various aspects of the plan.

An Appreciative Inquiry Strategic Planning Process Model was used throughout the strategic planning process. The model begins from understanding the relationship between the organisation and its operating environment, how the latter is likely to impact the organisation, and how positive effects can be harnessed to achieve its goals and negative effects dealt with. It was through this process that the Centre’s stakeholders agreed on the following areas to focus on in the next four years: Human Rights and Governance; Leadership and Governance; Peace and Conflict Transformation; Economic Empowerment of the Vulnerable; and Institutional Reinforcement.

1.7 Review of the previous Plan

The 2015 – 2018 strategic plan addressed seven major issues: poor governance and corruption; inadequate maternal health services in communities; violation and abuse of human rights; poor education standard; low income in families and rampant unemployment especially among youth; limited civic competence among citizens; and environmental destruction. The Centre made key achievements towards realizing the objectives of the plan, though not without gaps and challenges.

1.7.1 Achievements

JPIIJPC, conducted action oriented research on maternal health in the country with a case study of Northern Uganda and provided recommendations for advocacy initiatives; disseminated the findings to Key Stakeholders; made presentation on Trafficking in Persons (TIP) for religious sisters working to combat the vice, facilitated workshops for major superiors at Kisubi Brothers University on CST, and trained scholars under the Catholic Scholarship Program on leadership. It also provided adequate information for social actors and scholars in the resource Centre and empowered two staff in library information management.

The youth in North and Eastern Uganda, were equipped with Knowledge and skills in environmental protection and preservation; through training on entrepreneurship, leadership, conflict management, good governance, life skills and environmental conservation (tree planting, proper waste management and recycling). Grants and support supervision were also provided for selected youth projects in Lira, Gulu, Soroti and Moroto. It further contributed towards quality health and education service delivery through grassroots advocacy on maternal health in Ngora and Otuke districts and conducted a national advocacy with key partners, government and CSOs working on maternal health services.

The Centre organized and conducted dialogues meeting between the police and civil society at national level; held radio talk shows and community debates between the police and the community at national and regional levels; developed a strategy for community policing for the Uganda Police Force; trained and disseminated the strategy for community policing to Police officers and other stakeholders at national and regional levels; and trained police officers in mediation at national and regional levels.

To popularise the Catholic social teaching amongst religious leaders and the laity, the Centre: conducted consultative meetings with ARU and other partners on CST; Trained JPIIJPC staff, ARU staff, and JPC on CST; Trained religious leaders and Priests at Uganda Spiritual Centre Namugongo and Kisubi University; trained religious leaders and Priests on advocacy at ARU and Developed a Manual on CST.

On promotion of civic rights and responsibilities among teachers, youth, and religious leaders, JPIIJPC trained secondary school teachers in all the four ecclesiastical provinces; conducted follow up workshops for the trained teachers and youth; organized and carried out exchange visits for the students; organized and conducted radio talk shows on civic responsibilities in the four ecclesiastical provinces and conducted training for diocesan education secretaries.

And, in advocating for the inclusion of civic education in secondary school curriculum in Uganda, lobby meetings at local level with key stakeholders were conducted; and community debates and radio talk shows were organized and conducted in all the four ecclesiastical provinces.

1.7.2 Gaps

Even though there were major strides with the previous strategic plan, some strategic areas were not

exhaustively implemented as was earlier anticipated. These include some key researches and work around popularising the Catholic Social Teaching. This setback was mainly attributed to inadequate funding for some of the projects as well as the restructuring exercise that was happening within JPIIJPC.

It is in the interest of JPIIJPC therefore that in designing strategies for the next 4 years, these challenges are well taken into consideration and efforts made to address and minimise their effects on the implementation of this plan.

1.8 Institutional Capacity and Structure

1.8.1 Institutional Capacity

From inception, JPIIJPC has focused on realisation of the goal and objectives defined by the founders in 2006 through various programmes and activities. Its existence is characterised by success, especially during the first nine years. The last two years, however, witnessed retraction in the activities and operations of the Centre due partly to limited resources to finance programmes, hire professional staff and operations of the Centre. In the next four years, therefore, the Centre will focus on strengthening institution capacity to deliver effectively on its mandate. This will include revamping confidence and participation of the members in the activities of the Centre and hiring professional and motivated staff to run the Secretariat and its programmes. Efforts will be made to undertake continuous capacity building for the various organs of the Centre through mentorship and short courses. Additional policies will be developed and efforts made to implement the existing policies.

1.8.2 Programmes

JPIIJPC programmes are guided by its core mandate and reflect the objectives of the Centre. Attempts are made to align programmes to the overall goal, objectives, mission and vision of the Centre. Programmes, in the context of the JPIIJPC, refer to a whole set of interventions and approaches geared towards addressing the most critical contextual issues of concern. In this strategic plan, Human Rights and Governance; Leadership and Governance; Peace and Conflict Transformation; Economic Empowerment of the Vulnerable; and Institutional Reinforcement.

In the past years, most programmes were implemented by the staff of the Centre. The new strategic plan, however, seeks the involvement of member religious institutes and all organs of the Centre in the design, implementation and monitoring of programmes. Therefore, as far as possible, JPIIJPC will be governed by subsidiarity and partnership principles in its relationship with the member institutions and other partners while effectively playing its core roles, namely, coordination, resource mobilisation and capacity building. Further, the Centre will strive to expand its resource base in a bid to implement planned programmes. It is hoped, this will lead to ownership and sustainability of both the interventions of the stakeholders and the Centre.

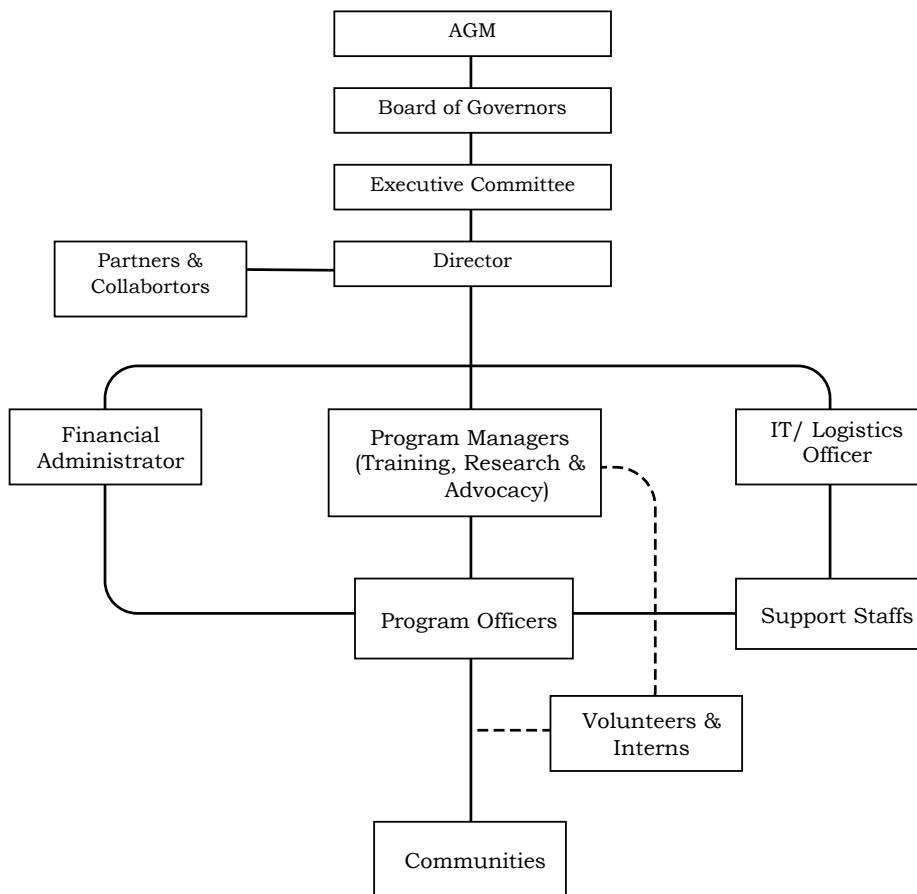
1.8.3 Resources

Resources are the lifeblood of any organisation. It is necessary for financing operations and programmes of an organisation. The Centre will adopt an effective sustainability strategy for resource mobilisation. An effective sustainability strategy would include involving the Board fully and the members at all levels in the programmes of the Centre. Further, efforts will be made to build the internal capacity of

the members in the various strategic areas of interest to the Centre. This will lead to accumulation of local knowledge and skills that can be translated into the pastoral activities of the members.

In the next four years, the Centre will explore various options to expand its resource base, local and external. It will work to sustain donor confidence by undertaking necessary reforms at the secretariat and at governance level. Special attention will be paid to strengthening accountability mechanisms, including the creation of finance and programmes committees to oversee the resources and activities of the organisation and ensure there is value for money. Quarterly financial reports and accountability will be laid before the committees and the Board by the Centre. Leadership at the Secretariat will also be reviewed regularly by the Board to ensure it is responsive to donor requirements as well as expectations of the members and the governance bodies of the organisation.

1.8.4 JPIIJPC Organogram



1.8.5 Current Environment of JPIIJPC

JPIIJPC is aware of its internal strengths and weaknesses and will endeavour to harness the strengths to effectively implement the planned interventions. Strategies will be put in place to ensure that the weaknesses are addressed and do not impact negatively on the ability of the Centre to deliver its mandate. Similarly, opportunities will be within the operating context.

Table 1: JPIIJPC Strengths, weaknesses, opportunities and threats

Strengths	Weakness
<ul style="list-style-type: none"> ▪ Being consortium of religious congregations ▪ Available office space that can be rented out to generate revenue ▪ Available working equipment ▪ Competent and committed staff ▪ Strong foundation on CST ▪ Safe and conducive working environment ▪ Availability of internal control systems ▪ Being Faith Based Organisation ▪ Registered with National NGO Board 	<ul style="list-style-type: none"> ▪ Lack of resource mobilisation policy ▪ Inadequate local resource mobilisation. ▪ Inadequate and depreciating equipment e.g. Motor vehicles, computers, etc. ▪ Weak governance and leadership ▪ Poor communication ▪ Weak enforcement of internal controls ▪ Insufficient use of research findings due to financial constraints ▪ Unclear salary scale
Opportunities	Threats
<ul style="list-style-type: none"> ▪ Well established church structures from national to grassroots levels. ▪ Linkage with the political and other state structures ▪ Willingness of other partners to collaborate with the Centre ▪ Availability of media ▪ Donors willingness to fund the Centre's activities and operations ▪ Active participation of target groups ▪ Availability of some NGO operation space ▪ Support of the Bishops Conference 	<ul style="list-style-type: none"> ▪ Donor fatigue ▪ Shrinking NGO operational space ▪ Political interference ▪ Weak collective voice on justice and peace issues by church leaders ▪ Conflict of interest among NGOs. ▪ High expectation from beneficiaries

JPIIJPC OPERATING ENVIRONMENT

2.1 External Environment

The social, economic and political environment prevailing in the country has had a significant impact on the development of this strategic plan and constitute the focus of the Centre in the coming years. Of particular concern to JPIIJPC are Human Rights and Governance; Leadership and Governance; Peace and Conflict Transformation; Economic Empowerment for the Vulnerable; and Institutional Reinforcement. The Centre's concerns under these six focus areas in the next four years are; impunity and violation of human rights by police; trafficking in persons within and outside Uganda; poor service delivery by government institutions in the health and educations sectors; rising violence in communities (gender base violence, community conflicts, and refugees); high level of unemployment among youth and women; limited civic competence; and weak institutional capacity.

2.1.1 Human Rights Situation

Uganda is a party to several international human rights instruments. At national level, it has put in place elaborate mechanisms for advancing the aspirations outlined in the instruments. For example, the Constitution contains the Bill of Rights which provides for various rights and how they should be enforced. It provides in Article 21 equality of all persons before the law and in Article 28 the freedom to associate and assemble peacefully. Article 44 provides for non-derogable rights, among them, the right to fair hearing and freedom from inhuman and degrading treatment. Elements of human rights are reflected also in various other laws such as the UPDF Act and the Police Act. The Constitution also establishes the Uganda Human Rights Commission which monitors the status of human rights in the country and reports to Parliament annually.

Despite strides made by government in human rights promotion, Uganda has in the last one decade experienced a decline in its human rights records. Both international and national human rights reports have raised concerns on the narrowing space for freedoms in Uganda and wanton violation of human rights by security agencies, including the police. Various elections since 2001 have witnessed summary arrest and detention of members of the opposition while scores maimed and others killed in protests and torture houses. The enactment of the Public Order Management Act worsened the situation as it gave powers to the Inspector General of Police to clear assemblies. This power has been roundly abused with police and other security agencies continuing to violently suppress any form of demonstrations contrary to Article 28 of the Constitution. Uganda Human Rights Commission reports have consistently ranked the Police and other security agencies as the leading violators of human rights in Uganda.¹ The arrest and torture of several people during the parliamentary by-election in Arua plunged into tension. Persons arrested were arbitrarily tortured by security agencies and charged with treason. Police and other security agencies brutality have continued unabated. Although violations of human right also takes place in other institutions and communities in Uganda, violation by police is of greatest concern to JPIIJPC. This is because the police, under the law, are expected to uphold and enforce law and order and ensure persons who violate human rights are arrested and prosecuted.

2.1.2 Human trafficking

Human trafficking has taken prominence among the new forms of crime in Uganda. Uganda is a source, transit and a destination for men, women, and children subjected to forced labour and sex trafficking. The Ministry of Internal Affairs annual report 2013 on the trend of trafficking in persons in Uganda revealed 837 victims trafficked out of which, 429 were victims of transnational trafficking while 408 were trafficked internally. The common means of recruitment of Ugandan victims of TIP is deception with promises of employment, care and education. Most transnational victims are recruited by individuals and unlicensed companies based in Kampala. The destination countries for the victims are Kuwait, Syria, DRC, Malaysia, India, Turkey, Kenya, Qatar, South Sudan, Thailand, Saudi Arabia, Oman, Iraq, China, South Africa, Germany, USA, UK, Czech Republic, Lebanon, the Netherlands and Switzerland. Despite an enabling law to curb the vice, Uganda continues to experience a rise in this vice partly due to corruption, weak enforcement mechanisms and limited awareness by the population. In light of this, JPIIJPC has prioritised this phenomenon and hopes to contribute towards current efforts aimed at curbing the vice. This will be done through a number of strategies and activities.

¹ World Report 2015: Uganda Events of 2014 <https://www.hrw.org/world-report/2015/country-chapters/uganda>

2.1.3 Poor Health and education services delivery

Service delivery in Uganda is in a poor state. It is a fact that while efforts have been made over the years to improve sectors such as education and health, Uganda's health system still remains one of the worst in Africa. This is true also with the education sector. Factors often cited for this sorry state of affairs are corruption, lack of political will, focus on other priorities such as infrastructure and inadequate resources. The World Bank Group Poverty Status Report (2016, pp.111) notes that "while access to education has increased, quality remains an issue and most students do not learn nearly enough." It pointed out challenges such as classroom- pupil ratio at 1:116, and teacher-pupil ratio at 1: 58; overcrowding to have had a negative impact on learning for mainly rural pupils; teacher absenteeism (44% for female teachers and 14% for male teachers); lack of basic facilities such as electricity (only 10.8% have electricity), a good library (only 8.8% of schools have a library); limited number of functional Parent's Teachers Associations (PTA) (only 46.6% of schools in the rural areas have functional PTAs); and poor supervision, especially of rural schools. Improvement in these areas is, therefore, required.

The health sector suffers a similar fate despite significant improvements lately. Like education, budget allocation (8%) to the sector is below the 15% minimum required by the Abuja Protocol. According to the World Bank, Uganda's health sector is characterized by high patient case load which varies from one region to another; health worker absenteeism (42%) especially in hard-to-reach areas; poor management of about 50% of public health facilities (no functional Management Committees, Procurement Committees and Audit Committees), hence rampant drug theft and abuse of remittances to health facilities; lack of basic equipment in a number of health facilities (only 1 in 10 rural facilities have an ambulance). Consequently, maternal mortality rate and child mortality have remained relatively high at 336 deaths per 100,000 live births (a decline, though, from 443 in 2011) and 43 per 1000 live births (from 54 in 2011), respectively.² It is, however, crucial that while the population waits for real investment in these areas, the little resources committed to the two sectors should benefit them. Accordingly JPIIJPC sees it critical to engage the public on their duties in ensuring greater accountability and transparency in the management of these resources and sectors.

The Centre recognises further that currently civic competence in the country is low, hence the need to continuously educate and empower them to play their constitutional role in fighting inefficiencies in the delivery of services.

2.1.4 Low civic Competence

The Constitution of the Republic of Uganda provides for participation of the people in the affairs of the state as well as of communities where they live. The duties of citizens under Article 17 of the Constitution is informed by Article 1 which bestows all power on the people, and various Articles that require government institutions to exercise power on behalf of the people of Uganda. The principle is that, for the people to play their role effectively, they must know their rights and obligations and embrace certain values that are considered key to societal transformation, namely; honesty, forward-looking, competence, inspiring, intelligence, fair and broad-mindedness, supportive, straightforwardness, dependability, cooperativeness, determination, ambition, courage and independence.³ These values are largely lacking in Uganda partly due to limited exposure and literacy. Moreover, institutions meant to

2 UBOS, Demographic Health Survey 2016, Kampala

3 Kouzes A, Posner B. The leadership challenge. *Nigeria Institute of Management Journal*, 46 (3), International Journal of Educational Policy Research and Review V ol.4 (5), pp. 72-80 May, 2017. On https://www.journalissues.org/IJ_EPRR/https://doi.org/10.15739/IJ_EPRR.17.00912

facilitate active participation, such as Parliament, local governments, police and judiciary are predatory, inefficient, and sometimes violent and corrupt. Even processes, such as elections are characterized by intimidation and bribery, hence stifling any prospects for meaningful participation by voters.

The school setting is a conducive environment within which formation for human rights and human development as a whole can take place. This is significant in light of current moral decay in Uganda. It is envisaged by many actors that the youth hold the future of this country in terms of human rights, democratic and societal development as a whole. JPIIJPC recognises the fact that whereas efforts have been made to include elements of human rights in school curricula, a more focused intervention is required to motivate and engage students fully in the promotion of human rights. This is true also for the whole population which is not only victim of human rights violations but also perpetrator. In the next four years JPIIJPC will focus on mainly on schools in specific areas of operation.

2.1.5 Unemployment

Youth unemployment poses a significant threat to peace and stability of the country. Currently Uganda has one of the highest unemployment rates in the whole world. Uganda's institutions of learning produce many graduates annually out of which only about 20 to 40 percent are able to find jobs. A study, titled "Lost opportunity? Gaps in youth policy and programming in Uganda" (2012:27), published by Action Aid, put youth unemployment at 62%, although African Development Bank figure is about 83%. This makes Uganda one of the most unemployed countries in sub-Saharan Africa. Experts point out that such large number of unemployed youth poses serious threat to political stability of the country. Already, many youth are involved in crimes such as sexual violence, robbery, cybercrime and drug trafficking, and constitute the highest number on prisoners in Uganda's prisons. Unemployment also affects the prospects of attaining SDG 1 and Uganda's Vision 2040. JPIIJPC will, therefore, do what is within its means to empower young people with necessary skills and enterprises to help them improve their incomes and living conditions.

2.1.6 Domestic and Community Violence

Domestic violence is still rampant in Uganda though the prevalence varies from one region to another. Domestic violence is perpetuated by various factors, among them unbalanced gender power relations, poverty and drug abuse. Domestic violence is known to impede capacity of a household to sustain healthy relations among members of a household, economic development of households, spiritual growth and self and family esteem. JPIIJPC further recognises the fact that domestic violence negates the plan of God for the family and humanity. It therefore, seeks to focus on this vice in the next four years through various strategies that will empower families, pastoral agents and whole communities to combat the vice.

2.1.7 Refugees' influx

Uganda is one of the largest asylum countries worldwide, the largest in Africa, with some 1.47 million refugees⁴ as of end of June 2018. It has an exemplary refugee protection environment, providing refugees with freedom of movement, the right to work and establish businesses, the right to documentation and access to national social services. Again there are many agencies providing humanitarian assistance to the refugees. Despite the presence of many of aid agencies and international NGOs providing basic services in the refugee settlements, there are significant gaps in respect to protection, psychosocial

4 Refugee Information Management System, Office of the Prime Minister (30 June 2018).

support, and peace building. Specifically, there is gap in peace building, life skills, participation and psychosocial initiatives. Consequently, JPIIJPC envisaged its contribution in the peace building sector to address the conflicts among the refugees and with the hosting communities which affects the lives of the vulnerable especially the women, children and the elderly.

2.2 Vision, Mission and Core Values of JPIIJPC

2.2.1 Vision

An empowered people of God living in a just and peaceful Uganda

2.2.2 Mission

To promote awareness and provide creative response to issues of Justice and Peace in Uganda.

2.2.3 Values and Operating Principles

- Commitment to the Christian faith and the Catholic Social Teaching
- Holistic development of the human person
- Honesty and integrity
- Accountability
- Justice, reconciliation, peace and integrity of creation.
- Professionalism.

JPIIJPC STRATEGIC PROGRAMME, OBJECTIVES AND INTERVENTIONS

3.1 Programme

This section defines the various strategic interventions that are considered to be critical and will be undertaken to achieve the objectives of this Strategic Plan and of the Centre as a whole, namely: Human Rights and Governance; Leadership and Governance; Peace and Conflict Transformation; Economic Empowerment for the Vulnerable; and Institutional Reinforcement. The objectives are to: (a) promote and enhance observance of human rights by security agencies, the Uganda Police Force, (b) combat trafficking in persons, (c) empower the people to demand adequate and quality services from duty bearers, (d) promote peace and peaceful dispute resolution in families, (e) empower youth to undertake initiatives that will improve their incomes, (f) promote civic rights and responsibilities among teachers, youth and religious leaders, (g) promote peace, prevent violence, and empower South Sudan refugees and the host communities solve conflicts peacefully, and (h) enhance institutional capacity and sustainability. JPIIJPC will adopt, research, public education, advocacy and capacity building targeted at relevant stakeholders.

3.2 Human Rights and Governance Programme

Under Human Rights and governance, the centre will promote the Observance of Human Rights by Uganda Police and contribute in combating human trafficking.

Strategic Objective 1: Promote Observance of Human Rights by Uganda Police

Strategic interventions

- a) Undertake research on the role of police in protection of human rights in a politically polarised society.
- b) Advocate for effective implementation of guidelines on police conduct.
- c) Train police and pastoral agents in human rights.

Strategic Objective 2: Combat Trafficking in Persons

Strategic interventions

- a) Undertake research on the trends and effects of human trafficking in the country.
- b) Advocate for effective enforcement of the anti-trafficking law and support to victims.
- c) Train the police and other actors such as pastoral agents in both preventive and mitigate approaches to curbing human trafficking.
- d) Raise public awareness on the vice and the role of the public to curb the vice.

3.3 Leadership and Governance Programme

Under this programme, the centre will empower the people to demand adequate and quality services from duty bearers in the health and education sectors, and enhance civic rights and responsibilities among teachers and students, youth out of school and pastoral agents.

Strategic Objective 3: Empower the people to demand adequate and quality services from duty bearers in the health and education sectors

Strategic interventions

- a) Undertake research on current challenges in education and health services
- b) Advocate for increased budget allocation and delivery of health and education services by central and local governments.
- c) Train member religious institutes and other pastoral agents in education and health sector monitoring and advocacy
- d) Educate the public on their role to demand adequate quality services from their government at both local and national levels.

Strategic Objective 4: Enhance civic rights and responsibilities among teachers and students, youth out of school and pastoral agents

Strategic interventions

- a) Undertake research to appreciate better emerging civic education challenges
- b) Build capacity of teachers and students through training in civic responsibility
- c) Educate the public on their civic rights and obligations as citizens

3.4 Economic empowerment of the vulnerable groups

Strategic Objective 5: Support the youth to undertake initiatives that will provide them with employment

Strategic interventions

- a) Provide entrepreneurship training for youth in selected districts.
- b) Support the trained youth with seed capital to start enterprises of their choice.

3.5 Peace and Conflict Transformation

Under the peace and conflict transformation, the Centre will promote peaceful dispute resolutions in families and communities including among the refugees and with the hosting communities.

Strategic Objective 6: Promote peace and peaceful dispute resolution in families and communities

Strategic interventions

- a) Undertake research on the trends and effect of domestic violence on family and community.
- b) Build capacity of pastoral agents (parish family animators) through training on prevention and mitigation of domestic violence and care.
- c) Undertake interventions that will raise awareness and mobilise communities against domestic violence.

Strategic objective 7: Promote peace, prevent violence, and empower South Sudan refugees and the host communities solve conflicts peacefully

Strategic Interventions

- a) Hold Inter community peace dialogues
- b) Build capacity of peace committees through training on conflict prevention and conflict mediation
- c) Educate the public on promotion of peace
- d) Document the conflicts, success stories and lessons learnt

3.6 Institutional Reinforcement

The centre aims at strengthening the operation of the secretariat by ensuring effective human resource and sustainable funding.

Strategic Objective 8: Enhance institutional capacity and sustainability

Strategic Interventions

- a) Submit at least 3 funding proposal to potential donors yearly.
- b) Recruit staff to fill the gaps.
- c) Build the capacity of the staff to effectively implement the plan
- d) Assets (office equipment and vehicle)

Table 2: JPIIJPC Outcomes, Indicators and Target

Strategic Objectives	Outcomes	Strategic Interventions	Indicators	Target	Responsible Department
Human Rights and Governance Programme					
Strategic Objective 1: Promote Observance of Human Rights by Uganda Police	*Reduced incidences of human rights abuse by police.	*Undertake research on the role of police in protection of human rights in a politically polarised society.	*Copies of the research undertaken.	* One comprehensive study conducted in 1 st year.	Research and advocacy departments
	*Improved police public image			*1 national dissemination workshops organised in 1 st yr.	
	*Decline in bribery and corruption in police.			*4 regional dissemination workshops organised in 2 nd yr	
	*Improved police-public relations.	*Advocate for effective implementation of guidelines on police conduct.	*Number of advocacy activities undertaken	*4 meetings with police and other stakeholders organized.	
	*More people report cases to police.			*10 human rights activities (local & international) participated in.	
	*Decline in crime			*4 press conferences held	
	*Ugandans associate and assemble freely.			*2 policies briefs on emerging rights issues written in 1 st and 2 nd year	
		*Train police on human rights.	*Number of trainings conducted	*16 for trainings conducted for police annually	
				*1 training organized for members of JPIIJPC.in 2 nd year.	

Strategic Objective 2: Combat Trafficking in Persons	<p>*Reduced incidences and numbers of persons trafficked</p> <p>*More communities and pastoral agents take action to prevent trafficking.</p> <p>*The anti-trafficking legislation is effectively implemented, hence reduction in incidences and trends</p>	<p>*Undertake research to provide baseline needed evidence for advocacy and public education</p>	<p>* Copies of baseline survey on TIP in Uganda.</p>	<p>* 1 research on the trends and effect of TIP conducted in 1st & 2nd yr.</p> <p>*1 national dissemination workshops organised in 2ndyr.</p> <p>*4 regional dissemination workshops organised in 2nd yr</p> <p>*Research report published and shared with stakeholders.</p>	<p>Research and advocacy departments</p>
	<p>*More victims of trafficking are supported with legal aid, counselling and reintegration by communities, pastoral agents and government.</p>	<p>*Advocate for effective enforcement of the anti-trafficking law and support to victims</p>	<p>*Number of advocacy activities conducted on Anti-TIP laws and prevention.</p>	<p>*4 meetings with policy makers and other duty bearers organised in 3 years</p> <p>*10 TIP activities (local & international) participated in.</p> <p>* 4 press conferences held in four years</p> <p>*2 policies briefs on emerging TIP issues written in 1st and 2nd year</p>	
	<p>*Build the capacity of police and other actors such pastoral agents in both preventive and mitigating approaches to TIP</p>	<p>*Number of media campaigns and public gathering on TIP</p>	<p>*1 trainings conducted for police annually.</p> <p>*1 training conducted for member congregation annually.</p> <p>*4 trainings organised annually for pastoral agents (priests, religious and Head catechists in 1st & 2nd yr.</p>		
	<p>*Raise public awareness on the vice and the role of the public to curb the vice.</p>	<p>*Number of public education initiative on TIP</p>	<p>*16 radio talk shows and community dialogue annually in 3 years.</p> <p>*16 community dialogue annually in 3 years</p> <p>*Assorted IEC materials printed and disseminated annually.</p>		

Leadership and Governance Programme

Strategic Objective 3: Empower the people to demand adequate and quality services from duty bearers in the health and education sectors	<p>*Health workers are more responsive to their clients</p> <p>*Incidences of drug theft reduces</p> <p>*Increased supplies and equipment to health Centres.</p> <p>*More mothers and patients seek treatment at health facilities.</p>	<p>*Undertake research to provide relevant evidence for advocacy and public education on health education sector.</p>	<p>* Copies of the study conducted on health and education issues</p>	<p>* 2 comprehensive study on current challenges in education and health sector conducted</p> <p>*2 national dissemination workshops organised in 1st & 2nd yrs.</p> <p>*Research reports published and disseminated in 1st nd 2nd</p> <p>*8 regional dissemination workshops organised in 1st and 2nd yrs.</p>	<p>Research and advocacy departments</p>
	<p>*Increased budget allocation to health.</p> <p>*Welfare of medical worker improved.</p> <p>*Increased awareness in the public about their right to better services.</p> <p>*Reduced absenteeism</p> <p>*Reduction in dropout</p> <p>*Increased enrolment</p>	<p>*Advocate for increased budget allocation and delivery of health and education services by central and local governments.</p>	<p>*Number of advocacy activities on budget and services in health and education</p>	<p>4 meetings with policy makers and other duty bearers organised in 3 years</p> <p>*10 TIP sector network activities (local & international) participated in.</p> <p>* 4 press conferences held in four years</p> <p>*2 press conferences held in 1st & 2nd yr.</p> <p>*2 policies briefs on emerging health & education issues written in 1st and 2nd year</p>	
	<p>*Improved learning facilities</p> <p>*Improved teacher welfare</p> <p>*Improved performance</p>	<p>*build capacity of member religious institutes and other pastoral agents in education and health sector monitoring and advocacy</p>	<p>*Number of trained religious, and pastoral agents on health and education monitoring and advocacy.</p>	<p>*1 training conducted for member congregations in the 2nd yr.</p> <p>*4 trainings conducted for religious, and pastoral agents on health and education monitoring and advocacy annually in 2nd & 3rd yrs.</p>	
	<p>*Reduced absenteeism</p>	<p>*Educate the public on their role to demand adequate quality services from their government at both local and national levels</p>	<p>*Number of workshops, radio talk's shows and community dialogue conducted at local and national levels.</p>	<p>*12 radio talk's shows held annually from 1st to 3rd yr</p> <p>12 community dialogue held annually in 2nd and 3rd yrs.</p> <p>*Assorted IEC materials printed and disseminated annually</p>	

Strategic Objective 4: Enhance civic rights and responsibilities among teachers and students, youth out of school and pastoral agents	<ul style="list-style-type: none"> *Reduction in school strikes *Dropout rate reduced *Improved performance in target schools 	<ul style="list-style-type: none"> *Undertake research to appreciate better emerging governance issues. 	<ul style="list-style-type: none"> * Copies of the study conducted on governance issues 	<ul style="list-style-type: none"> *1 comprehensive study on governance issues conducted *1 national dissemination workshop organised. *4 regional dissemination workshop organised in 2nd yr. 	Training department and Research department
	<ul style="list-style-type: none"> *School administration actively involves student leadership in decisions. *More youth participate in community activities. *More youth shun violence of all forms and act for justice. 	<ul style="list-style-type: none"> *Build capacity of teachers and students through training in civic responsibility 	<ul style="list-style-type: none"> *Number of teachers and students trained 	<ul style="list-style-type: none"> *460 teachers trained in 4 years *1 planning meeting held with education secretaries annually. *1 documentation done on the lesson learnt in the 4th yr. 	
	<ul style="list-style-type: none"> *More pastoral agents engage government on issues affecting communities. 	<ul style="list-style-type: none"> *Educate the public on their civic rights and obligations as citizens 	<ul style="list-style-type: none"> *Number of radio talk's shows and community dialogue conducted at local *IEC materials printed 	<ul style="list-style-type: none"> * 24 radio talk shows held annually. *24 community dialogue conducted annually 12 students exchange visits organised annually from 2nd to 3rd yr. 	

Economic Empowerment of the Vulnerable Groups Programme

Strategic Objective 5: Support the youth to undertake initiatives that will provide them with employment	<ul style="list-style-type: none"> *More youth engage in income generating activities *Increased participation of youth in environmental protection. 	<ul style="list-style-type: none"> *Build capacity of the youth in entrepreneurship in selected districts. 	<ul style="list-style-type: none"> *Number of youth trained on entrepreneurship. 	<ul style="list-style-type: none"> *8 entrepreneurship training for the youth in the selected dioceses organised annually in the 1st & 2nd yr. *200 youth trained in the 2 yrs 	Advocacy and training departments
	<ul style="list-style-type: none"> *More youth are able to meet their basic and other needs. *More youth shun drug abuse, violence and other forms of crime. 	<ul style="list-style-type: none"> *Support the trained youth with seedlings and capital to start enterprises of their choice. 	<ul style="list-style-type: none"> *Number of youth provided with seedlings. *Number of youth groups supported 	<ul style="list-style-type: none"> *2000 seedlings in 4 years *4 youth groups financially supported in four years. 	

Strategic Objectives	Outcomes	Strategic Interventions	Indicators	Target	Responsible Department
Peace and Conflict Transformation Programme					
Strategic Objective 6: Promote peace and peaceful dispute resolution in families and communities	<p>*Reduced incidences and effect of domestic violence</p> <p>*More families cooperate to improve their economic status.</p>	<p>*Undertake research on the incidences and effects of domestic violence.</p>	<p>*Copies of the research undertaken on the incidences and effects of domestic violence</p>	<p>*1 comprehensive study conducted</p> <p>*1 national dissemination workshop organised.</p> <p>*4 regional dissemination workshops organised.</p> <p>*Report published and shared.</p>	<p>Research and advocacy departments</p>
	<p>*More victims and community members report cases of domestic violence to relevant authorities.</p>	<p>*Build capacity of pastoral agents through training on prevention and mitigation of domestic violence and care.</p> <p>*Undertake interventions that will raise awareness and mobilise communities against domestic violence</p>	<p>*Number of pastoral agents trained</p> <p>*Number of radio talk shows, community dialogues and workshops</p>	<p>*Develop a training manual: (i) 4 workshops for the development of the manual organized in 1st 2 yrs</p> <p>(ii) 8 planning meetings with relevant diocesan offices held</p> <p>*4 training organized for parish animators.</p> <p>*200 pastoral agents trained in 2 years</p> <p>*12 radio talk shows held annually in 2nd & 3rd yr.</p> <p>*12 community dialogues held annually in 2nd & 3rd yrs.</p> <p>*8 workshops conducted annually.</p>	

Strategic objective 7: Promote peace, prevent violence, and empower South Sudan refugees and the host communities solve conflicts peacefully	*Reduced incidences violence in the camps *Harmonious living with the host communities	*Hold Inter community peace dialogues	*Number of inter community dialogue conducted	*10 planning with community leaders, camp leaders, peace committee and other actor held annually *10 dialogue conducted annually.	Research and advocacy departments
	*Perpetrators of violence are held accountable	* Build capacity of peace committees though training on conflict prevention and conflict mediation	*Number of trained peace agents	*100 peace agents trained in 4 years	
		*Educate the public on promotion of peace.	*Number of radio talk shows *Number of music, dance and drama organised	*24 radio talk shows held annually 2 music dance and drama organised annually.	
		*Document the conflicts, success stories and lessons learnt	*Availability of documented conflicts	*one report documented annually	

Institutional Reinforcement

Strategic Objective 8: Enhance institutional capacity and sustainability	*adequate sustainable financial resource based for JPIIJPC *An efficient and motivated workforce that delivers quality services to the beneficiaries and stakeholders.	*Submit at least 3 funding proposal to potential donors yearly	*Number of funding proposals	*Identification of potential donors annually *4 successful proposal annually *Effective communication with the donors.	Board and Management
		*Recruit staff to fill the gaps.	*Number of staff recruited	*identification of staff gap. *communication with the board on the gap *filling the gap	
		*Build the capacity of the staff to effectively implement the plan	*Number of staff that have undertaken refresher courses	*identification of staff capacity needs *Sponsoring the training.	

BUDGET ESTIMATES FOR THE STRATEGIC PLAN 2019 – 2022

An essential component for the success of the Strategic Plan depends chiefly upon the availability of financial resources and identification of stakeholders that JPIIJPC can partner with in its implementation. A careful planning of budget is necessary for adequate financial support for training, research, advocacy and assets (vehicles and equipment). The limited resources necessitate optimising the cost of capacity building initiatives through defining roles of each stakeholder. In case of need, a cost effective analysis for the Strategic Plan will be done to help in rationalising of financial resources.

Table 3: Summary Budget (Uganda Shillings)

Strategic Objectives	Year One	Year Two	Year Three	Year Four
SO1: Promote Observance of Human Rights by Uganda Police	220,000,000	150,000,000	150,000,000	120,000,000
SO2: Combat trafficking in persons	249,000,000	260,000,000	146,000,000	112,000,000
SO3: Empower the people to demand adequate and quality services from duty bearers in the health and education sectors	240,000,000	224,000,000	190,000,000	190,000,000
SO4: Enhance civic rights and responsibilities among teachers and students, youth out of school and pastoral agents	250,000,000	170,000,000	133,000,000	140,000,000
SO5: Support the youth to undertake initiatives that will provide them with employment	150,000,000	170,000,000	133,000,000	70,000,000
SO6: Promote peace and peaceful dispute resolution in families and communities	140,000,000	140,000,000	125,000,000	130,000,000
SO7: Promote peace, prevent violence, and empower South Sudan refugees and the host communities solve conflicts peacefully	250,000,000	270,000,000	270,000,000	270,000,000
SO8: Enhance institutional capacity and sustainability	176,000,000	80,000,000	50,000,000	40,000,000
Total	1,675,000,000	1,464,000,000	1,197,000,000	1,072,000,000

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