International Movement of Catholic Students (IMCS)-Pax Romana Africa

STRATEGIC PLAN 2015-2019

Promoting preferential option for the poor for Peace and Development in Africa
International Movement of Catholic Students
(IMCS Pax Romana Africa)

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INTRODUCTION

IMCS Africa Coordination Team, on behalf of the Advisory Board, the Pan African Assembly and all IMCS members in Africa, presents to you our Strategic Plan 2015 to 2019 that is the summary of the work and focus areas adopted at the 11th Pan African Assembly held in Lusaka, Zambia from 4-11 October 2014 under the theme “For a reconciled, just and peaceful Africa: Youths engaged in durable and integral human development”

This Strategic Plan is a reassurance of our commitment to Evangelization in the Student Milieu and the realization of the vision of transformation of Africa in the spheres of Peace, Development, Social Justice and Faith. It is a framework that will guide our work towards achieving and realizing our mission, vision and objectives as an International, Catholic, and Students (Lay apostolate) Movement in Africa through our motto (value statement) “Preferential Option for the Poor”.

It is a privilege and strategic opportunity to share our plans with you who have for many years supported students’ activities in the African continent. We invite you – our members, partners and all stakeholders to continue this support as we work to deliver on the plan in the spirit of preferential option for the poor.
CHAPTER ONE

ABOUT IMCS AFRICA

IMCS Pax Romana is the International Movement of Catholic Students which brings together over 80 diverse national federations, associations, and Movements of Catholic University and Tertiary students from six regions established in 1921 with the aim of promoting peace and justice at the global level, and helping in the holistic formation of students around the globe.

The Movement advocates on behalf of its members as a non-governmental organization (NGO) in consultative status with the United Nations Economic and Social Council (ECOSOC), the United Nations Department of Public Information (DPI), and United Nations Education, Science and Culture Organization (UNESCO). IMCS is also active with regional inter-governmental and international bodies, such as the International Labor Organization and the World Bank to voice the concerns of youth.

In Africa, the movement was established in 1956 getting a permanent Secretariat in Nairobi, Kenya in 1978 and currently recognized by the Episcopal Conferences of 25 countries in which we have affiliated active members.

VISION

Integral Education in Africa which allows holistic development of all students through Reflection and Action guided by the Teaching of the Church and supported by active participation in community development

MISSION

IMCS aims to evangelize and transform the student milieu particularly at the tertiary level, to drive transformation by approaching social and community issue guided by the Teaching of Jesus in the Gospel and the Compendium of the Social Teachings of the Church.

OUR APPROACH

Celebration

At all levels of IMCS Africa, celebration plays an important role in forming communities of faith, in fostering joy and in building commitment. An important celebration is that of the Holy Mass, where students encounter God and one another by participating in the Liturgy of the Word and the Eucharist.

Active involvement

IMCS Africa and its members strive to respond to issues of the university life and the society within our locality with a view to making the Christian values of justice, love, and equality more present. Guided by our values, themes and vision we seek to engage the communities we live within to share the Gospel and to enhance living of the Christian Faith in action and reflection.
Formation Events

From the local to the international level, IMCS provides various formation forums on the Catholic Faith, Catholic Social Teachings, as well as integrated individual and social formation. An important tool in formation used by many IMCS groups is to organize exposure programs to open the hearts of students to other realities and to different contexts where our faith is exemplified.

Conferences and Study Sessions

Since its founding, IMCS has seen the importance of gathering representatives of its member Movements for reflection, critical analysis and the development of action plans. These international and national study sessions have often produced important, influential and enlightening reflection documents and action plans which have continuously shaped the direction of the movement thus far. IMCS helps not only to connect students with each other but helps formation and support of local groups.

Representation and Advocacy

An important part of IMCS is representation of Catholic students in various forums at all levels. As a non-governmental organization and as a recognized International Catholic Organization (ICO) we have consultative status with the United Nation’s ECOSOC. The Movement has a mission to represent and advocate on behalf of Catholic Students at the tertiary level, at the United Nations and with the Holy See.

Collaboration

IMCS also places importance on collaborating with likeminded organizations to build working partnerships and networks. It has continued to have a deep relationship with ICMICA, based on our common history, identity, and global advocacy work as Pax Romana. IMCS also participates in many gatherings of other like-minded organizations including the conferences of International Catholic Organizations (ICO), IYCS and other specialized Catholic Action Movements, and with the World Student Christian Federation, based on our common space in working with Christian students in the post-secondary level.

Inter-cultural dialogue

IMCS brings together students from different cultures in ways which celebrate these differences and promote tolerance, solidarity and peace.
CHAPTER TWO

STRATEGIC PRIORITIES FOR 2015 - 2019

IMCS Africa with the overarching theme of “Promoting Preferential option for the Poor in Africa for Peace and Development” has identified these priority areas, namely:

1. **Reaching out through Our Faith & Spirituality**;
2. **Expanding our social impact through action and participation; and**
3. **Building our profile and sustainability capacity.**

The above will be the key pillars of its work in the next strategic period. It is from these pillars that we will base and develop our campaigns, projects and programs in the next four years with an overflow to our next strategic period. The implementation strategy of the priority areas will ensure IMCS:

a. Present young people with opportunity to experience and build a concrete spiritual encounter, then
b. They translate this encounter to concrete action for social impact, and
c. They build their programmatic and institutional capacity to sustain the impact of these actions.

1. **Reaching out through Our Faith & Spirituality**

   This focus aims to present young people with the opportunity to gather as a community to share their experiences, reflect and develop a personal relationship with God, and to translate their Christian encounter into concrete actions in their community for social transformation. We will focus on 3 key result areas under this theme, namely: Catholic Social Teaching (CST), Theological Reflections, and Outreach programs

2. **Expanding our social impact through action and participation**

   This focus aims to provide forums and formation programs for young people to develop project management skills, and to respond adequately to emerging global issues. The key result areas here includes: **formation workshops and public forums, Representations and advocacy, and Development and publication of formation tools**

3. **Improving our profile and sustainability capacity**

   This focus aims to reaffirm our working identity, strengthen our capacity to tell our stories and sustain the social impact of our local projects by innovating both administrative and programmatic way of achieving desired results, building synergy with other like-minded organizations, establishing functional internal policies and accountability processes, document results and define a sustainability framework for our projects. The key result areas are: administration and coordination, Research and documentation, Staff training and welfare, Networking and partnership, and Resource mobilization.
ANALYSIS OF STRATEGIC PRIORITIES FOR 2015 - 2019

REACHING OUT THROUGH OUR FAITH & SPIRITUALITY

Problem statement
The many challenges and societal injustice young people see in the world today often bring feelings of frustrations to them, and much disconnection from authentic Christian faith and spirituality – a faith that talks about God who made all things beautiful, and have great plans for the good of humanity. As a result, a lot of them drop out of church or church related activities. One reason we could point at is that those young people lack a first-hand faith—a faith of their own—and a relationship with Christ that matters deeply in their own personal life apart from their parent’s pressure or pressure from social norm of their community. Another reason that we can attribute to this reality is the challenge of the day-to-day contradictions they see between faith and life, with little or no hope or avenue to deeply reflect and address these contradictions.

IMCS will work to address this situation by presenting young people with the opportunity to gather as a community – a family with similar concern to share their experiences, reflect and develop a personal relationship with God, and to translate this Christian encounter into concrete actions in their community for social transformation towards a more just world.

Overall goal (our long term objective)
A more just world built through Catholic Christian action

Purpose (our midterm objective)
To build more just world through proper formation of fifty (50) student communities in 25 countries in Africa on practice of the spirituality of action-reflection-action by 2019

Key result areas and activities (our short term objectives)

a. Result area one: Catholic Social Teaching (CST)
   i. 05 Formation workshops on the Catholic Social Teaching is organized
   ii. Online platform is created for students to discuss and design local programs on CST
   iii. Students study booklet on CST is developed and disseminated

b. Result area two: Theological Reflections
   i. The chaplain and animators provide regular theological reflections to be published in IMCS newsletters, and online platforms such as Facebook and website
   ii. An IMCS spirituality handbook is developed
   iii. Chaplains and animators workshops are organized

c. Result area three: Outreach program
   i. Exchange programs between IMCS members and youths in Parishes are well arranged and coordinated
ii. Joint activities are organized with youths in parishes within various dioceses where IMCS exists

iii. Active communication network is established between IMCS and Church hierarchy in various dioceses and sub-regions

EXPANDING OUR SOCIAL IMPACT THROUGH ACTION AND PARTICIPATION

Problem statement
Young people want to actively engage in the transformation of the social reality of the communities they live in. Also, they desire to participate in formulation of policies, charters and conventions that directly or indirectly define the ways in which they can engage these communities. However, their wishes are often not met as most times they do not have sufficient relevant information, space, tools, and resources to engage policy makers, or to develop concrete projects (actions) that can bring massive social transformation, or even to access forums to tell the stories of what impact their small actions make.

IMCS will seek to provide forums and formation programs for young people to develop project management skills, and to respond adequately to emerging global issues such as refugees and migration issues, development agendas among others. In addition, the Movement will seek to establish mentorship programs, and to increase its representation work at global forums through participation, publication of position papers and advocacy actions.

Overall goal (global ambition; i.e. our long term objective)
More young people participate actively in global decision making processes and implementations by 2030

Purpose (our midterm objective)
Youth participation in global development agenda processes is increased by 15% through forums and formation programs for students in Tertiary Institutions in 25 countries in Africa by 2019

Key result areas and activities (our short term objectives)
  a. Result area one: formation workshops and public forums
     i. Project planning and management trainings are organized for youths in 4 sub regions and 8 countries in Africa
     ii. Peace Unit Program of IMCS is extended to other African countries to initiate, and coordinate peace building and conflict transformation activities
     iii. Mentorship, internship and volunteers program is established at IMCS Pan African office in Nairobi
     iv. Public forums, workshops and information exchange sessions on the Sustainable Development Goals, African Union Agenda 2063, Global terrorism, Papal encyclicals, Food Security, and other emerging social issues are organized and coordinated by local teams of IMCS supported by the Pan African office
v. Direct local community actions are incorporated into every IMCS projects at National level. These actions will include sustainable livelihood projects!

vi. Regular exchange programs between IMCS National Movements are initiated by the sub regional coordinators and supported by the Pan African office

b. Result area two: Representations and advocacy

☑ IMCS is actively represented at relevant global policy forums such as UN General Assembly, African Union Summits, World Conference on Youths and others

☑ Increased joint activities between IMCS and its sister organizations such as ICMICA Africa and IYCS Africa

☑ Publication of position papers on regional and global issues affecting young people such as unemployment, education, religious extremism, migration, and poverty reduction

c. Result area three: Development and publication of formation tools

☑ Resource mobilization tool for young people is produced;

☑ Communication strategy document is developed for National Movements by the Pan African office

☑ IMCS publish regular newsletters and online publication on emerging social issues

IMPROVING OUR PROFILE AND SUSTAINABILITY CAPACITY

Problem statement
So many youth organizations are not able to successfully implement their organizational plans due to absence of certain critical success factors such as grassroots ownership of its vision and mission, strong staff and technical capacity, availability of financial and material resources, well established implementation framework, availability of accurate membership database, proper transition plans, among other things. Thus a very good plan can be developed only to end up on the bookshelf, without concrete implementation or it may be implemented without any documentation of the social impact of the actions. IMCS is not shielded from this reality; it also struggles with some of the aforementioned issues in its project implementation work towards achieving its vision and mission.

Thus, the Movement seeks to reaffirm, and redefine if necessary, its working identity, strengthen its capacity to tell its stories and sustain the social impact of local projects. It will do so by innovating both administrative and programmatic way of achieving desired results, building synergy with other like-minded organizations, establish functional internal policies and accountability processes, document results and define a sustainability framework for its projects.

Overall goal
A Catholic Youth organization that can successfully implement and sustain the impacts of its projects
Purpose
Implement institutional strengthening mechanisms within IMCS to effectively implement, document and sustain the impacts of its action plan 2015-2019.

Key result areas and activities
a. Result area one: administration and coordination
   i. Complete leadership transition template or guide for use by the Pan African office and National Movements is developed
   ii. A technical person (or Chief Executive Officer) is employed to support and manage administrative work at the Pan African office
   iii. Produce copies of the finance and staff manuals for the office staff
   iv. An operational implementation plan for each year is designed and made available to staff and National Movements
   v. Quarterly report is presented to the members, office staff and advisory Board through emails, staff meetings and Board meetings
   vi. Projects reports to funding partners is improved and sent at appropriate time (due date)
   vii. A bilingual interpreter is trained (from among office staff) or employed to manage the translation of office documents and official interpretations
   viii. Centenary celebration of IMCS is organized
   ix. At least two additional project staff are employed; one for IMCS and one for Peace Unit Program
b. Result area two: Research and documentation
   ☒ Database of IMCS membership in Africa is established, and an online copy of same is produced
   ☒ Annual survey of the specific needs of National Movements in regards to the four year Pan African Action plan is conducted for each year
   ☒ An online database of IMCS resource booklets (training booklet, study guides etc) is created and updated every three years for easy access by National Movements
   ☒ A video of testimonies from former members on the impacts of IMCS on their lives is produced
c. Result area three: Staff training and welfare
   ☒ Further training on office management, project planning and management, and other relevant topics are organized at least once in two years for all office staff
   ☒ The 2014 staff and finance manual is implemented to improve staff welfare such as health insurance package and other benefits
   ☒ Staff retreat (or recollection) and team building is organized at least twice a year
d. Result area four: Networking and partnership
   ☒ Participation of IMCS in their networks and partners activities is improved
   ☒ IMCS identify and join new relevant networks
e. Result area five: Resource mobilization

- An IMCS Africa guest house is established to support fund mobilization
- A comprehensive sustainability framework is developed to guide the Movement’s growth socially, economically, and technically
- At least two additional income generating activities are identified and explored further to support the local funding of IMCS projects. Incoming generating activities such as farming (sustainable livelihood project) in collaboration with IMCS National Teams.
- Annual membership contribution campaign is developed
CHAPTER THREE

FINANCIAL ANALYSIS OF ACTION PLAN

Budget 2016-2019

* Currency used is Kenya shilling at average exchange rate of 1Euro=110 KSH; 1 USD=90 KSH
** Further details of the project financing is contained in the IMCS financing strategy 2016

Projected income

<table>
<thead>
<tr>
<th>Source</th>
<th>Estimated contribution per year</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Year 2016</td>
</tr>
<tr>
<td></td>
<td>Amount (Euro)</td>
</tr>
<tr>
<td>Local contribution</td>
<td>60,408</td>
</tr>
<tr>
<td>Donor funding</td>
<td>543,672</td>
</tr>
</tbody>
</table>

Projected expenses in Euro

A. REACHING OUT THROUGH OUR FAITH & SPIRITUALITY

<table>
<thead>
<tr>
<th>S/N</th>
<th>KEY RESULT AREA AND ACTIVITY</th>
<th>Year 2016</th>
<th>Year 2017</th>
<th>Year 2018</th>
<th>Year 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Result area one: Catholic Social Teaching (CST)</td>
<td>3,857</td>
<td>38,943</td>
<td>23,295</td>
<td>0</td>
</tr>
<tr>
<td>2.</td>
<td>Result area two: Theological Reflections</td>
<td>0</td>
<td>30,095</td>
<td>238</td>
<td>238</td>
</tr>
<tr>
<td>3.</td>
<td>Result area three: Outreach program</td>
<td>411,905</td>
<td>411,905</td>
<td>411,905</td>
<td>411,905</td>
</tr>
<tr>
<td>TOTAL (subtotals 1-3)</td>
<td>415,762</td>
<td>480,943</td>
<td>435,438</td>
<td>412,143</td>
<td></td>
</tr>
</tbody>
</table>

B. EXPANDING OUR SOCIAL IMPACT THROUGH ACTION AND PARTICIPATION

<table>
<thead>
<tr>
<th>S/N</th>
<th>KEY RESULT AREA AND ACTIVITY</th>
<th>Year 2016</th>
<th>Year 2017</th>
<th>Year 2018</th>
<th>Year 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Result area one: formation workshops and public forums</td>
<td>70,904</td>
<td>54,580</td>
<td>88,190</td>
<td>46,028</td>
</tr>
<tr>
<td>2.</td>
<td>Result area two: Representations and advocacy</td>
<td>1,734</td>
<td>1,907</td>
<td>2,081</td>
<td>2,254</td>
</tr>
<tr>
<td>3.</td>
<td>Result area three: Development and publication of formation tools</td>
<td>3,762</td>
<td>714</td>
<td>3,762</td>
<td>714</td>
</tr>
<tr>
<td>TOTAL (subtotals 1-3)</td>
<td>76,400</td>
<td>57,201</td>
<td>94,033</td>
<td>48,996</td>
<td></td>
</tr>
</tbody>
</table>
C. IMPROVING OUR PROFILE AND SUSTAINABILITY CAPACITY

<table>
<thead>
<tr>
<th>S/N</th>
<th>KEY RESULT AREA AND ACTIVITY</th>
<th>Year 2016</th>
<th>Year 2017</th>
<th>Year 2018</th>
<th>Year 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Result area one: administration and coordination</td>
<td>3,021</td>
<td>9,343</td>
<td>9,124</td>
<td>9,124</td>
</tr>
<tr>
<td>2.</td>
<td>Result area two: Research and documentation</td>
<td>4,476</td>
<td>333</td>
<td>4,476</td>
<td>333</td>
</tr>
<tr>
<td>3.</td>
<td>Result area three: Staff training and welfare</td>
<td>2,533</td>
<td>1,190</td>
<td>2,485</td>
<td>1,190</td>
</tr>
<tr>
<td>4.</td>
<td>Result area four: Networking and partnership</td>
<td>95</td>
<td>476</td>
<td>95</td>
<td>95</td>
</tr>
<tr>
<td>5.</td>
<td>Result area five: Resource mobilization</td>
<td>72,714</td>
<td>414,285</td>
<td>172,714</td>
<td>5,952</td>
</tr>
<tr>
<td></td>
<td>TOTAL (subtotals 1-5)</td>
<td>82,839</td>
<td>425,627</td>
<td>188,894</td>
<td>16,694</td>
</tr>
</tbody>
</table>

D. GENERAL ADMINISTRATION

<table>
<thead>
<tr>
<th>ACTIVITY</th>
<th>Year 2016</th>
<th>Year 2017</th>
<th>Year 2018</th>
<th>Year 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Bank charges</td>
<td>69</td>
<td>75</td>
<td>82</td>
<td>89</td>
</tr>
<tr>
<td>b) Office personnel allowances</td>
<td>19,429</td>
<td>21,371</td>
<td>23,314</td>
<td>25,257</td>
</tr>
<tr>
<td>c) Rent and utilities</td>
<td>6,057</td>
<td>6,663</td>
<td>7,269</td>
<td>7,874</td>
</tr>
<tr>
<td>d) Local transport</td>
<td>1,143</td>
<td>1,257</td>
<td>1,371</td>
<td>1,486</td>
</tr>
<tr>
<td>e) Purchase and or servicing of office equipment</td>
<td>1,143</td>
<td>1,143</td>
<td>1,143</td>
<td>1,143</td>
</tr>
<tr>
<td>f) Board meetings</td>
<td>286</td>
<td>314</td>
<td>343</td>
<td>371</td>
</tr>
<tr>
<td>g) Audit fees</td>
<td>952</td>
<td>1,048</td>
<td>1,143</td>
<td>1,238</td>
</tr>
<tr>
<td>TOTAL</td>
<td>29,079</td>
<td>31,871</td>
<td>34,665</td>
<td>37,458</td>
</tr>
</tbody>
</table>
CHAPTER FOUR

OPERATIONAL IMPLICATION OF THE STRATEGIC PLAN TO IMCS AFRICA

Programmatic implication

1. Availability and accessibility of properly drafted indicator and means of verification framework for the key result areas***;
2. A financing strategy will be developed to indicate how the budget will be financed
3. More comprehensive financial accounting system needs to be developed
4. Well defined Monitoring and Evaluation framework will be put in place
5. Full implementation of IMCS finance and staff manuals
6. Further training has to be organized for the coordinators, and the administrative and project staff, particularly in the field of project planning and management, and International Development
7. Peace building activities to be implemented and coordinated through specialized ‘semi-autonomous’ organs such as the Peace Unit Program (PUP)
8. Human Resource Guide needs to be developed to indicate how staff are employed

Structural

1. Legal: Finalize incorporation of the Movement as a Trustee in Kenya
2. The name and functions of the “Advisory Board” to be replaced with “Board of Trustees” as the name registered with the Government of Kenya
3. Availability of an updated organogram of IMCS Africa
4. Initiate the process of updating the IMCS Africa statutes
APPENDIX I

IMPLEMENTATION CONTEXT OF FOCUS AREAS (INTERNAL AND EXTERNAL)

Internal

The internal implementation context of this strategic plan will be presented and evaluated using the McKinsey 7-S framework. This framework focuses on 7 key elements of an organization that ensure harmony within the whole organization; proposing seven internal aspects that needs to be aligned if IMCS is to successfully implement the Strategic Plan. These 7 internal aspects are;

- Strategy | Structure | Systems | Shared Values | Skills | Style | Staff

<table>
<thead>
<tr>
<th>ELEMENT</th>
<th>CURRENT REALITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>STRATEGY</td>
<td></td>
</tr>
<tr>
<td>• What is our strategy?</td>
<td>• Our strategy is organizing and coordinating regional, sub-regional and national programs for and with Catholic students’ community in higher institutions across Africa.</td>
</tr>
<tr>
<td>• How do we achieve our objectives?</td>
<td>• We achieve our objectives through well-defined programs based on our approach of Celebration; Active involvement; Formation Events; Conferences and Study Sessions; Representation and Advocacy; Collaboration; and Intercultural dialogue</td>
</tr>
<tr>
<td>• How is our strategy adjusted to fit changes internally and externally?</td>
<td>• Through the use of action-reflection-action methodology, and a defined project monitoring and evaluation framework</td>
</tr>
<tr>
<td>STRUCTURE</td>
<td></td>
</tr>
<tr>
<td>• How is the Movement divided? What is the hierarchy in Africa?</td>
<td>• There is the Pan African Assembly composed of all National Movements in Africa; then the Pan Africa Team made up of two full time coordinators and a Chaplain, the Advisory Board, the administrative staff and National Movement Teams</td>
</tr>
<tr>
<td>• How do the various departments coordinate activities? How do the team members organize and align themselves?</td>
<td>• The IMCS Pan African Assembly defines the strategic direction and focus of the Movement every four years for the Pan African Team to develop an operational framework for implementation with National Movement Teams. This Pan Africa Team hosted at the Secretariat in Nairobi is advised and guided by the Advisory Board, and supported by administrative staff and volunteers</td>
</tr>
<tr>
<td>• Is decision making and controlling centralized or decentralized? Where are the lines of communication?</td>
<td>• Our decision making process is decentralized and implemented according to provisions of our constitution and internal working guidelines. Communication is initiated and coordinated directly to internal and external stakeholders at various levels</td>
</tr>
</tbody>
</table>
### SYSTEM

- What are the main systems that run the organization? i.e. Financial and HR systems as well as communications and document storage.
- Where are the controls and how are they monitored and evaluated?
- What internal rules and processes does the team use to keep work on track?

- We have our constitution which defines and guides the operation of the Movement in Africa. This is supported by other administrative documents and policies such as Staff and Finance Manuals. IMCS documents are stored at the Pan African Secretariat and some electronic copies made available on our website.
- Our accounts are annually audited by competent external auditors. In addition, we present end of project reports to our stakeholders, a quadrennial report to the Pan African Assembly, and an administrative report to the Advisory Board.
- There is the constitution, an operational framework, staff and finance manuals, and accounting system to help keep track of our work.

### SHARED VALUES

- What are the core values?
- What is the Movement’s team culture?
- How strong are the values?
- What are the fundamental values that the Movement/team was built on?

- Our Core Values are Integrity, Respect for human rights, Team work, Love and compassion, Peace ambassadorship and Tolerance. These values undergird our daily work and plans.
- Our organizational culture and fundamental value is “Preferential Option for the Poor”.

### STYLE

- How participative is the management/leadership style? How effective is that leadership?

- We involve our member through their representatives in all major decisions regarding the Movement. This ensures that a bottom-up approach is used for effective programs design and implementation.

### STAFF

- What positions or specializations are represented within the team? What positions need to be filled?

- The Pan African Coordinators have graduate degrees from Tertiary Institutions, and are also former National leaders of IMCS at National levels with some work experience in their local area.
- The Pan African Team is supported by a Chaplain.
- The Office also has a full time administrative assistant, a full time project officer for Peace Unit Programmes (PUP), a part time accountant, one intern, several volunteers and the members of the advisory board who operate and assist the office in different capacities.
SKILLS

- What are the strongest skills represented within the team?
- Are there any skills gaps?
- What is the team known for doing well?

- At least two international languages of English and French are represented within the team;
- The coordinators are knowledgeable in project management, lobbying and advocacy and local community mobilization
- The Pan African Secretariat needs a technocrat as Chief Executive officer to manage the office administration and human resource.
- The team is good in mobilizing students and their local communities for local actions. In addition, it has strong capacity in international representation
**External**

The external reality within which this strategic plan will be implemented is analysed using the PESTLE analysis (i.e. Political, Economic, Socio-Cultural, Technological, Legal, and Environmental factors). The primary aim of using this tool is to enable IMCS identify, understand and analyze numerous factors that determines and affects the environment within which it operates so it can be in a better position to plan an effective strategy to meet its objectives and minimize any errors that might be causing a performance-expectation gap.

<table>
<thead>
<tr>
<th>ELEMENT</th>
<th>CURRENT SITUATION</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Opportunity</td>
</tr>
<tr>
<td><strong>POLITICAL</strong></td>
<td></td>
</tr>
<tr>
<td>- Elections</td>
<td>- There is increased transparency and participation in electoral processes in most African countries. This will be big boost to IMCS governance projects</td>
</tr>
<tr>
<td>- Policies</td>
<td>- More countries now have human rights enshrined in their constitutions, thereby providing opportunity to establish necessary institutions to protect peoples’ rights and this will also mean increased opportunity for programs to strengthen these institutions</td>
</tr>
<tr>
<td>- Human rights</td>
<td>- The African Union Agenda 2063 is a positive roadmap that can support achievement of our projects. This Agenda 2063 creates spaces for support to development programs</td>
</tr>
<tr>
<td>- Rule of law and corruption</td>
<td>-</td>
</tr>
<tr>
<td><strong>ECONOMIC</strong></td>
<td></td>
</tr>
<tr>
<td>- Current economic stability - growing, stagnating, or</td>
<td>- There is increased focus by Government and Development Agencies on result based programs especially at country levels.</td>
</tr>
</tbody>
</table>

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1. Performance-expectation gap
2..http://www.imcs-africa.org/
<p>| declining? | - Increased availability and access to data on relevant economic development indicators. These data will enable IMCS to develop specific relevant projects that can be very effective. | - Donor funding for traditional projects of training workshops and meetings is dwindling. This area of program has been the main focus for IMCS Africa. |
| - Level of youth unemployment | - More African countries recorded growth in GDP in previous year. These can translate to increased local funding for IMCS projects. | - Most African countries are still plagued by structural underemployment, informal employment and working poverty, even though global youth unemployment rate is declining. This still leaves more space for young people to engage in violence and vices. |
| - Status of donor funding | - Increased youth population within the continent means availability of more vibrant youths to engage in productive activities and social transformation. | - High Rural-Urban Youth migration, and also cross-continent migration. This creates lots if instability and can negatively affect monitoring and evaluation of our projects. |
| - Cost of living | - The African Union and a number of Governments in Africa have created platforms for Intergenerational dialogue. | - Globalization is still widening generational gap between youths age 15-30 and older generations in most African countries. |
| SOCIO-CULTURAL | - African is still a continent of Faith, thus there is reasonable respect, recognition and support for works of Faith Based Organizations like IMCS. | - Some development agencies are not willing to provide financial support to activities with religious ideas or inclination. |
| - Population and migration dynamics | | |
| - Level of generational shifts in attitude | | |
| - People’s response to religious organizations | | |
| TECHNOLOGY | - There is growing access to internet and new communication media by young people. This will make it easier for IMCS to communicate with its members. | - There is increasing global trend of people working from home; using virtual spaces. This can have negative impact on IMCS Coordinators capacity to build proper working ethics and establish good documentation. |
| - Recent technological advancement | - It is now easier to store data and documents online for people to | - Social media has increasingly become platform to spread hate messages and other ‘unverified’ |
| - Impact of infrastructure changes on our work patterns | | |
| - New | | |</p>
<table>
<thead>
<tr>
<th>COMMUNICATION HUBS (SOCIAL MEDIA)</th>
<th>ACCESS FROM ANYWHERE. THIS WILL CONTRIBUTE GREATLY TO IMCS PROJECT ON ESTABLISHING MEMBERSHIP DATA AND OTHER ONLINE DOCUMENTS</th>
<th>INFORMATION WITHOUT PROPER CHECKS.</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Young people are getting more addicted to social media and therefore do not spend much time to do concrete local actions</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| LEGAL |
|-------------------------------|--------------------------------------------------------------------------------|----------------------------------|
| - Legal Status of IMCS at Regional and National levels |
| - Legal requirements for Project applications |
| - Employment laws |
| - Most African countries are now adopting online platforms for legal registration of organizations. This is opportunity for IMCS National Movements to obtain legal status with less bureaucracy. Example is the E-Citizen initiative by Government of Kenya |
| - There is increasing demand that organizations provide a registration certificate and VAT extract when submitting projects. This is quite difficult for Catholic Youth organizations, particularly IMCS as most of its members operate under the local Episcopal Conference |

| ENVIRONMENTAL |
|-------------------------------|--------------------------------------------------------------------------------|----------------------------------|
| - Available environmental policies |
| - Eco-friendly practices |
| - The Paris Deal on Climate Change is good framework for projects on Environmental sustainability |
| - There is increasing attention to environmental sustainability, especially within the Church with the publication of the Papal Encyclical “Laudato Si” |
| - Most funding for Environmental programs focuses on Food sustainability and Sustainable Livelihood. However, as most of IMCS members are students and spend much time on class work, it may not be easy to engage long term in such projects outside school |

2. [http://www.tradingeconomics.com/country-list/inflation-rate](http://www.tradingeconomics.com/country-list/inflation-rate)
APPENDIX II
PROFILE OF IMCS IMPLEMENTING ORGANS
IMCS Africa Board of Trustees

Fratern Masawe, SJ (Tanzania)

Rev Fr. Fratern Masawe, SJ is the Chairman of IMCS Africa Board of Trustees, and also doubles as the Pan African Chaplain and International Chaplain of IMCS. He also currently serves as the General Counsellor and Regional Assistant for Africa at the International office of the Society of Jesus (Jesuits) in Rome.

Mjomba Mboje (Kenya)

Ms Mjomba Mboje is the Vice Chair Person of IMCS Africa Board of Trustees. She is a former Pan African Coordinator of IMCS Africa and incumbent Regional Representative at Leonard Cheshire Disability. She has over 15 years’ track record in Development, Advocacy and Human Rights, and organizational development. She is experienced in working with both Government and Non-Governmental Organizations in Africa and abroad.

Hilary Muthui (Kenya)

Mr Hilary Muthui is the Secretary to IMCS Africa Board of Trustees. He currently works with the Government of Kenya as Principal Legal Counsel to County Assembly of Machakos. He is also serving as the Chairman of Pax Romana Africa NGO Board.

Faith Odhiambo (Kenya)

Ms. Faith Odhiambo is the Treasurer of IMCS Africa Board of Trustees. She is an Advocate of the High Court of Kenya, with specialization in Commercial Law and has over 5 years’ experience in commercial, corporate and competition law and has worked with various regulators and law firms. She is currently a consulting partner of MMA Advocates, and also a lecturer in the Department of Private Law at the University of Nairobi.

Maurice Nizeyimana (Rwanda)

Mr. Maurice Nizeyimana is a member of IMCS Africa Board of Trustees. He is a former Pan African Coordinator of IMCS, and currently works at Health Poverty Action (HPA) Rwanda as Programme Manager for the European Union and DFID Funded Projects.

Catherine Njuguna (Kenya)

Ms. Catherine Njuguna is a member of IMCS Africa Board of Trustees. She is a former Pan African Coordinator of IMCS, an advocate of the Supreme Court of Kenya, a gender and governance consultant, and currently serves as a Program staff, End Child Poverty at Arigatou International, Kenya.

IMCS Africa Coordination and Technical Team

Name: Patrick Ochiba Muchalwa (Kenya)
Current Job: IMCS Pan African Coordinator
Position in IMCS: Technical Personnel

Name: Ralah-Fy Olive Maria HAJAMIHARISOA (Madagascar)
Current Job: IMCS Pan African Coordinator
Position in IMCS: Technical Personnel
APPENDIX III

SAMPLE OF INDICATOR FRAMEWORK

Theme: OUR FAITH & SPIRITUALITY

Indicators 1 (how to know we achieved the midterm objective)

- Number of Christian communities in Africa where formation programs are organized or supported by IMCS Africa;
- Testimonies received from young people on how the formation programs contributed to a better life in their communities.

Indicators 2 (how to know we achieved the short term objectives)

a. Catholic Social Teaching (CST)
   - Number of formation workshops organized
   - Existence of online platform for student exchanges on CST
   - Number of students who take part in the online discussions
   - Availability of report on the online discussions
   - At least 25 copies of the student handbook on CST is produced
   - Number of copies of the students handbook disseminated

b. Theological Reflections
   - Number of theological reflections produced for publication to IMCS members
   - Number of people reached with theological reflections through online platform
   - At least 25 copies of the IMCS spirituality handbook is produced
   - Number of Chaplains and animators workshops organized

c. Outreach program
   - At least 70% of the exchange programs organized are successful
   - Number of joint activities organized between IMCS and other youth groups in parishes
   - Increased number of formal communications between IMCS and Church hierarchy in various dioceses and sub-regions
SKILLS

- What are the strongest skills represented within the team?
- Are there any skills gaps?
- What is the team known for doing well?

At least two international languages of English and French are represented within the team; the coordinators are knowledgeable in project management, lobbying and advocacy, and local community mobilization. The Pan African Secretariat needs a technocrat as Chief Executive officer to manage the office administration and human resource. The team is good in mobilizing students and their local communities for local actions. In addition, it has strong capacity in international representation.
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