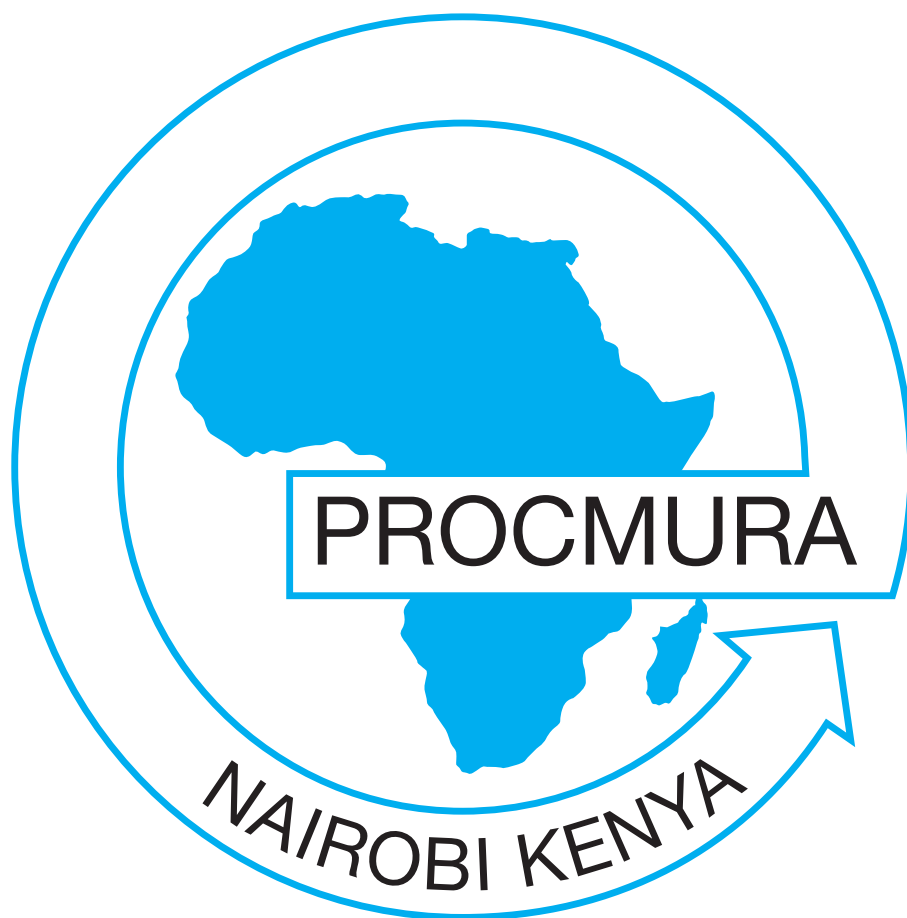


PROGRAMME FOR CHRISTIAN MUSLIM
RELATIONS IN AFRICA



STRATEGIC PLAN

2007/8 2011/12

Christian Constructive Engagement with Muslims in Africa

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Okok-Obuoga Bernard, The PROCMURA Literature and Communications Officer

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Programme for Christian-Muslim Relations in Africa,
Sports Road, Westlands
P.O.BOX 66099, 00800
Nairobi, Kenya
Tel: +254-20-4445181/4451342;
Fax: +254-20-4445182
E-mail: procmura-prica@wananchi.com
Web: procmura-prica.org

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ABBREVIATIONS

AACC	All Africa Conference of Churches
AC	Area Committee
AU	African Union
AIDS	Acquired Immune Deficiency Syndrome
CFA	Commission for Africa
CSO	Civil Society Organisations
ELC	European Liaison Committee
Ex Co.	Executive Committee
FAR	Fixed Asset Register
FBO	Faith Based Organisation
FECCLAHA	Fellowship of Churches and Councils in the Great Lakes Region and Horn of Africa
FGM	Female Genital Mutilation
FM	Frequency Modulation
GA	General Adviser
GC	General Council
HIV	Human Immune Virus
HIPC	Highly Indebted Poor Countries
HRM	Human Resource Management
ICE	Information, Communication, and Education
ICT	Information, Communication, and Technology
IGA	Income Generating Activities
IMC	International Missionary Council
IT	Information Technology
IAP	Islam in Africa Project
IFAPA	Interfaith Action for Peace in Africa
LCA	Life Challenge Africa
LPO	Local Purchase Order
M&E	Monitoring and Evaluation
IYPI	Interfaith Youth Peace Initiative
NCCCK	National Council of Churches of Kenya
NEPAD	New Economic Partnership for Africa's Development
OP	Operational Plan
OAIC	Organization of African Instituted Churches
NGOs	Non Governmental Organizations
PEST	Political, Economic, Social, and Technology
PROCMURA	Programme for Christian-Muslim Relations in Africa
SP	Strategic Plan
UN	United Nations
URI	United Religions Initiative
SWOT	Strengths, Weaknesses, Opportunities and Threats
TAABCO	Transforming, Analysing, Accompanying and Building Change Organisations
WSCF	World Student Christian Federation
WCC	World Council of Churches
WCRP	World Conference on Religions for Peace
WTO	World Trade Organization

ACKNOWLEDGEMENT

This Strategic Plan, being the first of its kind, is intended to guide the Programme for Christian Muslim Relations in Africa (PROCMURA) work during the coming five years. PROCMURA acknowledges and is indebted to all those individuals and organizations that contributed to the successful production of this Plan.

First and foremost, we would like to acknowledge the insight of the General Council of PROCMURA for giving us the mandate to come out with a Strategic Plan, the Executive Committee members who attended the strategic planning workshop in Kibuye, Rwanda in 2005, and provided policy direction for the programmes and accompanied us throughout the process, and the European Liaison Committee who at their meeting in Uppsala, Sweden in 2005 prompted us to start the process immediately.

We sincerely acknowledge and thank the various partners of PROCMURA from Europe and North America for their support, valuable ideas, and suggestions especially during the joint meeting with them at the Desmond Tutu Ecumenical Centre, Nairobi, in January 2006.

To PROCMURA's Area Committees, Regional Coordinators, Area Advisers and Associate Area Advisers who provided us with grassroots information towards the formulation of the plan, we say thank you very much (asante sana).

Our special thanks go to the ecumenical and Inter-faith organisations, which volunteered their time to share information that has contributed to the refinement of this Plan. We wish to thank especially the General Secretary of the All Africa Conference of Churches (AACC), The Rt. Rev. Mvume Dandala for sharing his vision of how PROCMURA will collaborate with the AACC during this Plan period.

We wish to register our appreciation to our colleague, the late Mrs. Mary Gitau, who began the process of the Plan with us but could not live to see its completion. We appreciate her valuable insight and contribution to the growth of PROCMURA.

We acknowledge our indebtedness to the Chairperson of PROCMURA, Archbishop Josiah Idowu Fearon, for steering the process, and PROCMURA Central Office staff for the speed and enthusiasm with which they have worked on this Plan.

We would like to thank the Protestant Church in the Netherlands for providing the financial resources that enabled us to come out with the Strategic Plan. We have every confidence that this PROCMURA's Five Year Strategic Plan shall meet the expectations of all the stakeholders but above all, those communities where the programmes seek to enhance Christian-Muslim relations.

Finally, our special thanks go to the consultant, Dr. Agnes Abuom from TAABCO Research and Development Consultants for the technical support that made the daunting task of writing this Plan a most enjoyable experience to the participants and staff of PROCMURA.

To God be the Glory.

Rev. Dr. Johnson A. Mbillah
General Adviser

FOREWORD

In PROCMURA's 48-year history this is the first Strategic Plan it has produced. The pioneering quest for a PROCMURA Strategic Plan was stimulated by the recognition of the General Council, at its meeting in Abokobi, Accra in 2003, that in this technological age it is not expedient for any organisation to be rote in its programme focus. A decision was taken; we talked about it but did not know how to go about implementing it. We knew that it had to be done and were obsessed about having a Strategic Plan. In the end, we realised we needed a push.

The push came in January 2005, at the European Liaison Committee meeting in Uppsala, Sweden, when members, after having looked at the financial strengths and weaknesses of PROCMURA, urged that something had to be done. We set ourselves to task. The Strategic Planning process therefore started in early 2005 and involved all key stakeholders of PROCMURA.

This Strategic Plan outlines how PROCMURA will implement several of the issues raised by its governing bodies, the General Council and Executive Committee, in its constituencies at grassroots level, partners in Europe and North America, ecumenical and interfaith organisations as well as various individuals during the planning process. The Strategic Plan provides strategic directions for the work of PROCMURA in the coming five years. Besides clarifying benchmarks for the work, it also explains the priorities that will form the focus of work.

Contextual and Organisational analyses indicated that PROCMURA has made major strides in forging Christian Muslim relations in the African continent. The achievements and strengths of PROCMURA are hinged on the development of a human resource within the churches that understand Islam and Christian-Muslim Relations. The pool of experts on Islam and Christian-Muslim relations produced by PROCMURA and the increasing capacity of Church leaders and women knowledgeable on issues of Islam and Christian-Muslim relations, as well as the inclusion of Islamic studies at theological colleges are evidence of PROCMURA's contribution to issues of Christian-Muslim relations in Africa.

In developing the Plan, we were aware that the environment within which PROCMURA operates is ever changing and may be volatile. We considered major social, economic, political and technological trends that have an impact on the implementation of programmes. Two potentially key risks are the role of religion in conflicts and the anti-terrorism campaign that impact on Christian Muslim relations in Africa by proxy. Another risk is the increasing role of religion in the mapping of people's identities and therefore potentially polarising communities. Some Christian methods of presenting the gospel and some Muslim methods of carrying out Islamic mission (da'wah) are known to be polemical and confrontational and thereby create conflict between the two communities. There are, however, positive trends that show themselves in the commitment of organisations to work on inter-faith issues as manifested by a number of new upcoming organisations. In addition, churches and church leaders have continued to express interest to know more about Islam with the hope of buying into PROCMURA's dual objective of constructively relating with Muslims for peace and peaceful coexistence, and faithful Christian witness that respects the spirit of good neighbourliness. There is also every indication that many Muslims are willing to work with Christians for peaceful coexistence and to curb da'wah approaches that tend to be condemnatory of Christianity, as well as Muslims wanting to know and work with Christians.

This Strategic Plan is an effort towards building capacities of church leaders, empowering Christian

women and youth, and preparing them to be faithful witnesses to their faith. This will enable them to engage their Muslim neighbours in joint programmes that will lead to social action to attend to issues of common concern to the two communities and society at large. By doing this they will develop better understanding of themselves and promote peace and peaceful coexistence. The plan is aimed at conducting research and disseminating the findings to the wider society on Christian-Muslim relations in Africa.

We believe that the objectives, activities and targets set out in this Plan are achievable. We also recognise that the realisation of the set targets will depend on PROCMURA creating synergy and collaboration with other actors in the field of inter-faith relations. The five-year journey we have embarked on requires the support of each and everyone associated with PROCMURA to participate. We look forward to close collaboration with the All Africa Conference of Churches (AACC) and other ecumenical partners as we reach out to member churches and ecumenical organisations such as National Christian Councils as well as individual churches to bring the issues of Christian Muslim relations on their agendas. We affirm the need and commit ourselves to build alliances with other inter-faith organisations whose objectives may be in part or in whole that of PROCMURA. We further affirm that our commitment to work with all is balanced by our resolve to maintain our unique identity.

The Most Rev. Josiah Idowu Fearon
Chairperson, PROCMURA

1.0 INTRODUCTION

1.1 The Challenge of Christian-Muslim Relations

At the end of the 20th Century and beginning of 21st Century, the world saw a swing in the global focus by many a government and institution towards religion as a key determining factor in social, economic and political arenas as it began to gain prominence in the affairs of nations and human beings. This central space occupied by religion came in the wake of the collapse of the ideologically based East West divide, as people began to search for alternatives for human development. In fact it was the belief of many observers that the end of the cold war, which had divided the world into blocks of political and economic alliances, would bring about the long search and desire for sustainable peace and good neighbourliness of nations and communities.

The emergence of a unipolar power of the United States of America was expected, although sceptically, to provide an enabling environment for the pursuit of a peaceful world. However, the cynics were to be proved right by the events that unfolded after the 9/11 terrorist attack on America, the invasion of Iraq, and what has come to be called the 'global war against terrorism'. The polarisation of political events has tended to assume religious overtones and according to Political Scientist Samuel P. Huntington, there is a clash of civilizations between sections of the Islamic community and the "Christian" western world. Outbursts of religious extremism and intolerance are becoming the order of the day with varied manifestations in both verbal and physical violence against others believed to be outside another's faith tradition. Competing religious extremisms exemplified by the Christian Right in the USA and what has come to be known as 'Muslim Fundamentalist Movements' in the Middle East and elsewhere are 'civilisations' that impact negatively on Africa, leading to the replication of global conflicts on African soil.

When the Berlin Wall fell in 1989 bringing the communist/socialist regimes to an end, the world was treated to a menu of ethno-religious conflicts, especially in the former Yugoslavia and other adjacent nations. The Middle East remains a concern to global powers both because of the oil resources and the emergence of militant Islamic groups. It is sad to note that relations between Islam and Christianity that have for decades been managed continue to be strained. It is well known that when politics makes religion an ally and vice versa the negative tendencies it produces can be daunting. Arguably, the events of September 11 and what followed thereafter, more than ever before, gave religion a global political character. Ironically, these events occurred at the dawn of the 21st Century, sending a message to all peoples of the world, that religions, in this particular context Christianity and Islam, would have to constructively engage each other in order to achieve peace and development in the human family.

In Africa, Christianity and Islam are the two oldest religions, brought by Christian missionaries and Muslim merchants, respectively, to sub Saharan Africa. These two religions currently wield the largest numbers of African peoples, who live side by side. There are families where some are Christians, others Muslims and others practitioners of African Traditional Religion(s). In the distant past African spirituality contributed to a tolerant religious environment. Conflicts between Christians and Muslims then could be described as skirmishes as they were less widespread in the continent.

In the recent past and in the present, the story is not the same. It has become increasingly clear that politics, economics, and culture, as well as social and religious issues are part and parcel of a package in Christian-Muslim relations which have sometimes contributed to or stimulated conflicts between Christians and Muslims in some parts of Africa.

On the political front, a tendency to vote for one particular individual in national elections because of the person's religious affiliation seems to be on the ascendancy. In the same vein, there is enough reason to believe that some political appointments are carried out because of one's religious affiliation. These have been divisive of society and thereby created conflicts. A quest to bring religion into public life and

to promote/establish religious laws as typified by the well known Shariah (Islamic law) debate in Nigeria and Sudan, and the current debate on the establishment of Khadhi (Muslim) courts in Kenya, Tanzania, and Uganda, among other nations, is polarising African societies.

In the economic sphere, it is clear that a poverty-driven society has the negative potential of getting at each other's throats at the least provocation. These very easily taken on a religious colouring if such conflicts happen to be between a Christian and a Muslim group.

On the cultural front, the old time almost outmoded categorisation of Christianity as a recipe of Western and European culture and Islam as the very embodiment of Arab culture plays itself into the hands of religious extremists and bigots who see any conflict between the West and the Arab World as one of Christianity versus Islam. This has more often than not stimulated violent confrontations between Christians and Muslims in some parts of Africa.

In the social sphere the dichotomy between Christian faith and practice on one hand and Muslim faith and practice on the other have in some parts of Africa created ghettos and segregated settlements between Christians and Muslims. This fact, part of which is due to the historical heritage of the two religions, militates against socialisation and thus aggravates mutual suspicion and distrust.

In the religious sphere, the growth of both Christian and Muslim organisations that seek to make converts of the other at any cost, has also led to widespread religious propaganda that has no guiding ethic or value for the God-given freedom of human beings. Such methods are known to breed conflict and create strife even within families. These developments have grave implications for Christian Muslim relations in the continent.

1.2 Journey of PROCMURA

“Greatness is not achieved with violence” (African Proverb)

In the 21st century, religion is gaining momentum in all spheres of human life unlike the previous century when ideology pre-occupied all activities and relationships. It is in the context of the need to review the place of religion in socio-economic, cultural and political developments as discussed above that PROCMURA with its humble beginnings can be situated today. PROCMURA was founded in the late 1950's when independent nation states in Africa were on the rise, and the place of religion in international affairs was subdued by negotiations on critical issues such as the cold war between the East and the West and its impact on nations. This was a period when the nations of the world were focused on consequences of the arms race.

PROCMURA, then called the Islam in Africa Project (IAP), had already envisaged a situation where religion (Christianity and Islam) would become dominant rivals in public life. It therefore evolved an approach to Islam and Muslims that would ensure that the Christian mandate to witness to Christ is carried out faithfully and devoid of polemics and name-calling, so as to promote peace between adherents of the two religions.

Humble Beginning: The background to the founding of PROCMURA goes back to the political and religious climate of Africa in the 1950's. In that period, the political front was marked by agitation of African nationalists' movements to obtain independence from the then colonial masters. There was a high sense of nationalism as leaders of the nationalist' movement preached the need for constructive relationships and co-operation across the diverse linguistic, ethnic, religious and cultural frontiers.

On the religious sphere, Churches were very much aware that Christianity was portrayed more and more as the religion of the colonialists, and the missionary presence seen as a symbol of the continuous presence of colonialism. In a situation like that, the churches were considering how they would become self-governing, self-supporting and self-propagating once independence was obtained. It was in the area of self-propagation of the gospel that the seed of PROCMURA was sown. The churches were aware that in post-colonial Africa, nation states would evolve and nationals of a particular country would be made up

of Christians and Muslims among others, thus the need for Christian-Muslim engagement as co-citizens would be imperative.

Against the backdrop of the political and religious climate in the continent and the role the churches were to play in this, African Churches represented at the last meeting of the International Missionary Council (IMC) Assembly held in Accra, Ghana, in November 1957 expressed the need to evolve a more intensive study and action plan in respect to the Church's approach to Islam and Muslims in Independent Africa. Two months later (January 1958), an All Africa Church Conference was held in Ibadan, Nigeria, under the theme "The Church in a Changing Africa". Special attention was given to the issue of Islam raised at the Accra meeting. A paper delivered by Bishop S. O. Odutola, Anglican Bishop of Ondo in Nigeria, on the topic "Islam as it affects life in Nigeria" re-emphasised some of the concerns raised in Accra. Discussions stimulated by the paper centred on how Christians in Africa needed to interpret the Gospel in a more meaningful way to Muslims without violating the principle of good neighbourliness. It was the considered view of the conference that the church in Africa in its bid to bear witness to Christ should avoid medieval responses to Islam that led to polemics and eventually gave cause to the crusades. Avoidance of confrontation, the conference concluded required adequate and objective study of Islam and informed knowledge of the history of Muslims in the continent.

The perceived reality the churches were to confront was dwarfed by the lack of expertise to attend to the task at hand. Theological studies for pastors at the time had little to say about Islam, and where much was said; it was either clouded in ignorance, or otherwise contained a lot of medieval polemical presentations and responses to Islam. The blanket image of Islam as a religion of violence, and Muslims as enemies of Christianity for example, remained very strong in many circles then, as it still does in many places today. It was in the context of all these that the need to evolve a programme specifically focusing on Christian - Muslim relations in Africa was to receive attention.

The attention did come when the IMC, perhaps stimulated by the concerns expressed at its last meeting in Accra and at the All Africa Church Conference meeting in Ibadan facilitated a consultation of about twenty missionary leaders drawn from different countries in Europe at Oegstgeest in the Netherlands in September 1958. The theme of the consultation: "Islam in Africa Project" was to discuss how Europe could be of help to the African churches stated objective of an approach to Islam. It is on record that at about the same time that the meeting in Oegstgeest was taking place a similar meeting also took place in Hartford, Connecticut, to decide on what help can be given to the African churches to implement their quest for an appropriate approach to Islam.

The Oegstgeest consultation concluded with a decision to send an emissary on a fact-finding mission to Africa to ascertain in some detail what the churches in Africa were actually asking for. Pierre Benignus of the Paris Missionary Council who was mandated to visit Africa and report back visited a number of countries in West and East Africa. His findings led to the establishment of the IAP (now PROCMURA) in 1959 with an inaugural ceremony in Accra. The central base of IAP was, however, in Ibadan, Nigeria. With this background, the early beginnings of PROCMURA can be described as a Programme whose seed was sown at Accra in December 1957, watered in Ibadan in January 1958, nurtured in Oegstgeest in September 1958, and transplanted as an African continental organisation in 1959. PROCMURA, in summary therefore, has been a joint brainchild of Africans, Europeans, and North Americans, who together continue to nurse the child into maturity and now support its adult life. The original members of the missionary organisations represented at the Oegstgeest consultation form the core of what is now the European Liaison Committee (ELC) of PROCMURA.

Change of location and of name: In 1976 at a meeting in Nigeria, an idea of changing the geographical location of IAP came up for discussion. Members wondered whether Nigeria was the right place to host the IAP since it is not centrally located vis-à-vis the other African countries. It was proposed and accepted that the IAP offices should be moved from Ibadan to Nairobi where the AACC offices were also based. This was implemented in 1977. In 1978, the Executive Committee of the IAP at its meeting in Nairobi, proposed a change of name with the reason that the name 'Islam in Africa Project' neither portrayed its

Christian roots nor relations with Muslims both of which are prime objectives of the forefathers of IAP. The Executive Committee saw reason with the argument and thus changed the name from 'Islam in Africa Project' to 'Project for Christian-Muslim Relations in Africa'.

At the General Council (GC) meeting of PROCMURA held in Abokobi near Accra in 2003, the GC decided to change the name **Project** to **Programme** for Christian-Muslim Relations in Africa, with the argument that 'Project' connotes a short lifespan while 'Programme' can be ongoing for many years. The present name Programme for Christian-Muslim relations in Africa has since then been gazetted by the relevant authorities of the Kenyan government.

Leadership and Acquiring a permanent office space: The leadership of PROCMURA was mainly Europeans and North Americans until the late 1990's when a process was initiated by the European, North American and African constituencies of PROCMURA to Africanise the leadership. The initiative paid off when in November 1997, an African Project Officer was appointed and in January 2000 the first African General Adviser was also appointed. PROCMURA central base from which it operates in Africa stabilised when after moving offices four times since it relocated to Nairobi, finally acquired its own Central Office in 2003.

1.2.1 The Core Mandate of PROCMURA

The core mandate of PROCMURA is two-fold:

- i. To promote among the Churches in Africa, faithful and responsible Christian witness in an interfaith environment of Christians and Muslims that will promote and not unduly jeopardise the spirit of good neighbourliness.
- ii. To promote Christian constructive engagement with Muslims, so that together, members of the two communities can work towards the promotion of peace and peaceful coexistence, and embark on joint actions on issues that militate against the development of society.

These mandates will be implemented through six programme areas. The following are the six core programme foci:

1. Awareness Creation/Capacity Building Programme

Capacity building and awareness creation targets Church leaders. It is intended to keep Church leadership well informed about major issues in Islam and Christian-Muslim relations, which impact Church and society. This would enable them to have effective and informed discussions on interfaith issues in their aspirations for peaceful co-existence and relationships between Christians and Muslims.

This programmatic thrust will further provide guidance to the leadership of the churches on how to approach the many challenging issues that affect the life and witness of the Church.

And the principles of Christian witness in an interfaith environment where Christians and Muslims rub shoulders daily.

2. Women's and Education Programme

PROCMURA recognises that its dual objective of faithful witness and constructive engagement with Muslims would be ineffective without a focus on women for at least two reasons. In the first place, in the Christian-Muslim encounter women engaging each other should be the norm since, as we understand from our experience, there are several issues which women would not normally discuss in the presence of men.

In the second place, there are many issues of particular concern to women in Christian-Muslim relations,

which they would rather discuss among themselves.

The Women's and Education Programme specifically attends to this. It provides adequate information to Christian women on Islam and Christian-Muslim relations. This equips them to foster better relations with Muslim women, which in turn translates into organising joint activities around common issues.

Peace and peaceful co-existence, the HIV/AIDS pandemic, Female Genital Mutilation (FGM), child trafficking and child labour are among the current areas of concern to both Christian and Muslim women.

The women and education programme aims at fostering better relations between Christian and Muslim women through joint activities around common issues.

3. Youth Programme

The youth constituency form the majority of many countries' population in Africa. They bear the brunt of negative effects in the society, a situation that they are able to change. The negative effects in the society they contend with on a daily basis range from being both 'executors' and victims of all forms of violence, armed and institutional, to circumstances of being school dropouts because of poverty or sheer youth delinquency. Situations arise where based on ignorance and illiteracy among them, they get absorbed in spearheading prejudiced religious positions and violence both of which do not augur well for the peaceful environment which all humans yearn for. The traumatising resultant corollaries of these behaviours are violence and problems such as HIV/AIDS, which crops up as a major challenge in all sectors (health, education, economy, e.t.c) to all communities in Africa

The situation described above can be reversed if the dynamic living nature of the youth, their level of understanding and interpretation of issues, and readiness to interact as well as exchange ideas across diverse ideological leanings is identified, explored, synergised and consciously given a space to contribute to peaceful, positive, socio-economic transformation.

One of the areas that can either galvanise or send them separate ways is the use of religion. It has been witnessed throughout the continent that just as inter-faith cooperation has enabled, to certain degree, people of faith to generate understanding and tolerance among themselves, religious conflicts have infused, in several communities, the culture of non-cooperation and self-defence, thus bringing in the elements of mistrust and prejudices.

PROCMURA foresees an environment, where through generation of responsible actions by Christian youth and encouraging joint Christian and Muslim youth efforts, a culture of tolerance and constructive engagement for mutual attendance to issues of commonality in society can be arrived at. It is critical therefore, for PROCMURA to engage itself in the construction of harmonious relationships and spawn processes through which issues such as peace building and conflict transformation, HIV/AIDS control and management, can get practical and full attention of the youth.

A focus on youth is set within a context of understanding that these are young, dynamic and energetic people who in some cases are idle and unemployed. Therefore, they are susceptible to manipulation by forces of war and conflict.

The programme aims at making it possible for youth to talk about their faith in a non-violent and non-provocative manner. The programme and process of engaging youth shall be informed by capacity building through training workshops and awareness raising actions, as well as exposure and skill training.

4. *Literature and Communications Programme*

The demand for correct and timely communication rests on the premise that people in any society make decisions and act on them based on what they see, read and hear. These are the major defining elements of communication. In this case, one can easily argue that communities or people's feelings, attitudes and behavioural patterns are pegged against the nature of communication skills that take place.

Where sensitive areas such as religion and religious values are involved, a situation of communication and materials developed for reading/consumption become tricky. Indeed, examples are many throughout Africa and the world at large where, due to some irresponsible communication, acts of violence, most of which have been fatal and highly destructive, leave behind a milieu of mistrust. The art of inter-faith relations in general, and Christian-Muslim relations in particular, is a scenario where participants need not only know facts but also to be aware of how to express them and when.

PROCMURA has realised the importance of effective communication in the task of promoting mutual understanding and building of trust among and between Christians and Muslims in the continent. Based on this, through the Central Office, relevant materials are produced in order to achieve dual objectives stating what PROCMURA is and what it stands for, as well as laying bare the principles upon which Christian-Muslim relations are based and promoted, and espousing the focus whereupon the relationship can be used to attend to issues of common concern.

The publications of PROCMURA produced through the office of Literature and Communications at the Central Office are aimed at helping to achieve the stated objectives and principles of the organisation. These are divided into three:

- Thematic matters that define and are deeply rooted in Christian and Muslim theological and sociological perspectives.
- Newsletters that bring out updates of PROCMURA's work and various updates, (negative and positive), on the continental position of the relationship between adherents of the two faiths.
- Provision of promotional materials that give information about PROCMURA's administrative, programmes focus and the challenges that it faces from time to time.
- To develop information, communication and education (ICE) materials for Area Advisers and grassroots leadership for common use.

The above named materials are used to build the understanding and capacities of members of Christian and Islamic backgrounds both within and outside PROCMURA's walls of operations.

Expected output of literature and communication is to first and foremost document experiences and disseminate them to PROCMURA constituencies. Furthermore, it is to share the information through newsletters, pamphlets and booklets with Christian institutions of learning both within and outside Africa.

5. *Research and Personnel Development Programme*

The life wire of any programme depends by and large on the expertise of those that implement the programme and their dedication to duty. Islam and Christian-Muslim relations are very volatile programme areas that require significant expertise in order to carry out projects and avoid as much as possible the pitfalls that go with ignorance. To embark on Christian-Muslim relations is a complex exercise that requires right knowledge, right approach, objectivity and sensitivity, considerate language, and an understanding that this has to be a vocation and not a job.

Much of what has been enumerated can be learned in the field but to gain, expertise requires training and updating of training. This programme focuses on training Christian theologians on Christian-Muslim relations so that they may serve the existing twenty Area (country) Committees where PROCMURA works and the many countries where it intends to work in the near future. It will also embark on the upgrading of training of its existing personnel to improve efficiency and enhance competence.

Research is a twin word to training and the acquisition of knowledge. There are a myriad of issues on Islam and Christian - Muslim relations in the continent, which are of historical and contemporary significance and relevance that research can unearth or discover for both academic and practical use. PROCMURA envisions a situation where a research person can be appointed on contract basis for a number of years to investigate issues of Christian Muslim relations in a given area and document them for use by those who have a vocation to promote peaceful co-existence between Christians and Muslims, for example. Another approach that PROCMURA envisages is joint collaboration in research with higher institutions of learning on specific and relevant topics.

The expected outcome of the research and personnel development programme is an increased number of people with requisite knowledge on Islam and Christian Muslim relations; and relevant research publications.

6. *Archive and Library Development Programme*

PROCMURA in its near fifty year history has a wealth of material scattered all over Africa, where it has been in existence for many years, and in some libraries and archives in Europe and North America. These, when brought together and documented with the sizeable archive material currently at the Central Office, will form a valuable resource for students and researchers alike.

Archives necessarily go with a library since the former deals with the past, and the latter has a lot to do with the contemporary situation. PROCMURA envisages a situation where it can add to its traditional role at the grassroots level, with being a resource centre for professional and lay researchers on Islam and Christian-Muslim relations in Africa. As a result of our growing profile, theologians, politicians, social scientists, etc, come to our office seeking information on Islam and Christian-Muslim relations. A modest reference and research library would serve those from PROCMURA constituencies as well as the wider society who visit us for research.

1.2.2 *Governance and Support Systems*

The above programme foci are facilitated by a well-defined governance system, which ensures accountability to all key stakeholders and support structures at the Central Office. The role of effective, representational and professional strategic leadership/governance including well structured and requisite support systems is crucial to programme work, hence the need to maintain clear linkages.

Finance and Administration

The Finance and Administration department is central to the running of programmes at PROCMURA. This is because it is a focal point for facilitation and coordination for all programmes and their activities. The department aims at delivering quality services that will meet departmental requirements, Partners guidelines for funding, and other supporting issues related to finance and the administration of PROCMURA.

The department ensures that all organisational activities adhere to set guidelines by management, partners, and governments. It provides the necessary support for all other programmes to work effectively, efficiently, and with professionalism. The department is currently embarking on programmes for enhancing sustainability of PROCMURA and all its programmes.

In order to discharge its functions effectively, the Finance and Administration department expects to put in place policies that shall include but are not limited to:

- Sound financial management and reporting system
- An acceptable Human Resource management system
- An investment policy
- Management of assets
- Sound property/equipment management system
- Sound Motor vehicle policy
- An effective procurement policy and procedure
- Give support to programmes through fund raising by writing proposals; and
- Other administrative and logistical policies that will enhance effective administration of PROCMURA

Visionary Leadership/Governance

In its bid to provide visionary leadership/governance, PROCMURA has:

- ❖ Strengthened and enhanced governance; and
- ❖ Accountable, and transparent leadership with integrity and professionalism that provides focus/direction for the organisation

The leadership is representative covering all the regions and countries where PROCMURA is visible, and ensures that there is gender balance. The General Council (GC) is the highest policy making organ of PROCMURA. It meets every four years. In between the GC, the Executive Committee (Ex Co), which is appointed by the General Council, meets once a year to oversee the implementation of laid down policies. Further, the Finance Committee meets quarterly. Assets are managed by a Board of Trustees, which meets at least once a year.

PROCMURA expects to continue to have an accountable, representative and functional governance system.

Staffing

At the staff level, PROCMURA has a two tier staffing approach. The Central Office in Nairobi has a basic staff of eight. While in the field, it has twenty-one Area Advisers and Associate Area Advisers, three of whom are Regional Coordinators. All these have studied Islam and Christian-Muslims to at least Masters' level. The motto for PROCMURA is to remain a movement and therefore fewer personnel at the Central Office and many more staff working at grassroots levels, whose salaries and allowances are taken care of by the Churches. The General Adviser (GA) provides leadership to the team of staff.

Finance

From records available, PROCMURA has very limited financial resources that assure future sustainability. The organisation depends mainly on development partners from Europe and North America. It subsidises the work of the Area Committees with the main bulk of the Area Committees work shouldered by the churches at country and grassroots levels. Apart from the Central Office building, three maisonettes and a bungalow, PROCMURA does not have any other landed property for income generation as typified by many organisations in its field. The two maisonettes are used as living accommodation for the two Executive Officers (Team Leader Finance and Administration, and Women and Education Programme Coordinator), while the bungalow is used as living accommodation for the General Adviser. The third maisonette and a three-room office space are rented and the income is mainly used for servicing the properties.

It is the aim of PROCMURA to strengthen its sustainability base by developing a sustainability strategy and initiating Income Generating Activities (IGA), which shall include enhanced contribution by churches.

A recent evaluation carried out on the space where the General Adviser's residence and three maisonettes are situated suggests that the land is under utilised, and that it has a potential for developing as a IGA. This will need to be explored.

Infrastructure

As already indicated, PROCMURA has its own office building. The Central Office is well equipped with basic modern office equipment and support systems that allow for easy communication. However, Area Advisers' offices in the different countries are poorly equipped while some of them have little or no ICT knowledge. This results in poor communication between the Central Office and those working at the grassroots levels.

This is an area that needs looking into with the objective of improving communication from the grassroots to the Central Office and vice versa.

Under the Women and Education Programme, PROCMURA provides adequate information and education on Islam to enable women to take informed decisions. Space is also given for Christian and Muslim women to meet and share common social concerns.

2.0 CORPORATE IDENTITY AND PURPOSE OF PROCMURA

PROCMURA is a registered Civil Society Organisation (CSO) under the Kenyan legal system although it is a pan African organisation. It is both a movement and a programme which aims at ensuring that Christians and Muslims from generation to generation grow to appreciate that Christianity and Islam, and for that matter, Christians and Muslims remain part and parcel of the African religious heritage, and that there should be no illusion that any of the two religions can work the other out of existence.

Prior to this Strategic Plan, which is the first of its kind produced by PROCMURA, there were no clearly stated vision statement, mission statement, or guiding principles, although they were implied in the overall goal espoused in the Constitution. The purpose and identity of PROCMURA stipulated below have guided the formulation of objectives, strategies and activities of this strategic plan.

2.1 Vision Statement

Faithful and responsible Christian witness to the Gospel in an interfaith environment of Christians and Muslims, and Christian constructive engagement with Muslims for peace and peaceful coexistence for the wholistic development of the human person and his/her environment.

2.2 Mission Statement

A continent where faith communities in spite of their differences, work together for the wholistic development of the human family.

2.3 Core Values and Guiding Principles

As a pan African Christian organisation stretching a hand of friendship to the Muslim community in the continent and recognising faithful Christian witness as an integral part of Christian identity, and constructive engagement with Muslims for peace and peaceful coexistence as following the example of Jesus Christ, who is Himself the Prince of Peace, PROCMURA:

- 2.3.1 Upholds the pursuit for a **just and peaceful** society for all.
- 2.3.2 Affirms **freedom of religion** where everyone is free to practice their faith and co- exist with other faiths peacefully.
- 2.3.3 Believes in the **equality** of all people.
- 2.3.4 Believes that as a Faith Based Organisation (FBO) **truth** and **love** are paramount values for peaceful co-existence.
- 2.3.5 Acknowledges **mutual respect, good neighbourliness**, and **tolerance** as critical components in the search for a peaceful, compassionate, and just world.
- 2.3.6 Strives to serve as a resource pool for the churches to **interpret the gospel faithfully** in an interfaith environment of Christians and Muslims.
- 2.3.7 Is committed to and believes in being an **accountable** and **transparent** organisation.
- 2.3.8 Is committed to develop programmes and relations in accordance with acceptable Christian **moral and ethical standards**.
- 2.3.9 Affirms the principle of **partnership, collaboration and networking**.

2.4 Overall Goal and Core Objectives

The overall goal of PROCMURA is

To keep before the churches of Africa their responsibility for understanding Islam and Muslims in view of the churches task of interpreting the Gospel of Jesus Christ faithfully in the Muslim world and the promotion of constructive engagements with Muslims for peace in society and peaceful co-existence between Christians and Muslims.

The Constitution of PROCMURA provides a basis upon which the organisation operates as it sets among other things, the governance structure, management and organisational objectives. The **core objectives** of PROCMURA are:

- 2.4.1 To effect and facilitate research and education;
- 2.4.2 To assist the churches in a given country or region within a country to create Area Committees to serve as representatives of churches cooperating with the Programme in their respective areas;
- 2.4.3 To subscribe to, assist, subsidise, and cooperate with any Organisation or Institution whose objectives are in whole or in part similar to those of PROCMURA, and to subscribe to any funds, charitable or otherwise, which may be deemed likely to promote the interest of the Organisation;
- 2.4.5 To serve as a continental point of contact and reference to the Churches and para - church communities in Africa and beyond, and without prejudice to its autonomy and what it stands for, promote collaboration and coordination on matters relating faithful Christian witness and Christian constructive engagements with Muslims for peace and peaceful coexistence.

2.5 PROCMURA's Niche

PROCMURA is the **sole Christian organisation in Africa** that is dedicated to building mutual relationships between Christians and Muslims in the entire continent. It is neither a multi-faith organisation nor an inter-faith one but a membership organisation rooted in the Churches.

3.0 SITUATIONAL ANALYSIS

3.1 Environmental analysis (PEST)

Political global trends indicate that since the end of the cold war, a great emphasis has been placed on good governance both at nation/state and global institutions. It is well known that lack of good governance and poor leadership in some contexts have caused wars and conflicts. The quest to promote these ideals among nations has not been easy and smooth sailing. War-torn areas in Africa such as the Sudan, Sierra Leone, Liberia, among others, bear the painful marks of what it means to be in conflict and to work towards the restoration of human dignity and good governance. In other regions like the Middle East, conflicts and strife seem to go on endlessly. The Arab-Israel conflict on the Palestinian issue is seen and interpreted by some sections of Muslim communities as the West against Islam.

Another global development is the phenomenon of terrorism as growing. Terrorism and terrorist ideologies emerging tend to be stratified or intend to identify with certain religio-political beliefs thus creating religious and political polarisation and groupings. Africa has had its share of politico-religious and ethnic conflicts some of which tended to bring Christians and Muslims into confrontation.

The tendency across the African continent has been to use religion as a tool to gain political and economic supremacy. Discussions around legal framework of governments or constitutional reform processes have witnessed protracted negotiations around inclusion of religious laws such as Shariah law/ Khadhis courts, Christian and Customary laws. A further illustration of the sensitivity of religious considerations in political affairs in many African countries is the practice of religious distribution of political positions that is gaining ground.

Africa has in recent years received greater attention at the global level. The Darfur crisis in the Sudan attracted a debate with the UN and in November 2004, the UN and the African Union (AU) held a conference to address issues of peace and development in the Great Lakes Region. A number of other initiatives are focusing on Africa such as the Tony Blair Commission for Africa (CFA).

It is equally important to highlight the end of hostilities in a number of African countries that have led to Peace Agreements. A few of these countries are Sierra Leone, Liberia, Sudan, etc. The role of inter-religious committees in brokering peace in some of these countries was crucial. The cessation of conflicts provides opportunities for reconstruction and rehabilitation, a moment that religious groups can use to jointly build just and lasting peace.

Economic global trends remain dominated by the challenge and dilemmas of globalisation. In many respects globalisation of the economy has the potential to transform economies of the world for the benefit of all however, the reality is such that poverty continues to deepen in many countries. The persistence of the debt crisis and its negative impact on the lives of many people continues to pose a key challenge. For Africa, where most countries belong to the poorest nations of the world, debt relief interventions such as the HIPC have not translated into real, life transforming benefits.

The recently concluded World Trade Organisation (WTO) negotiations confirm the unequal exchange of trade relations between the developed and underdeveloped countries. Africa's place in both global economy and politics is a subordinate one.

Economic policies and funding requirements by multi-lateral and bilateral donors continue to change. Currently some of the conditions emphasise good governance, corruption free nation/states, poverty alleviation and upholding of human rights. The shifting of donor priorities is also accompanied by a decline in donor funding towards Africa as well funding of Non Governmental Organisations (NGOs).

The African approach to solving some of its economic and political challenges is contained in the New Economic partnership with other countries. In the religious front, economic stress of global significance impacts negatively on the ability of religious organisations to raise funds for their life and work. This is more true since religious organisations who have no investment have to rely on voluntary contributions of their membership. It is this that makes NEPAD's beliefs hold true for African religious organisations such as PROCMURA that Africans will need to work hard to solve 'their own problems but in partnership with others.'

Socio Cultural developments are many but the focus is on a few relevant ones. To begin with, religion is increasingly becoming a definer of peoples' identity and a hoard of religious/political extremism. Perhaps a key concern is the rise of extreme religious positions that heighten the level of suspicion and mistrust in Christian-Muslim relations. Hence the need to inquire in to foundational religious ethos and instructions as regards internal relations that affect its relationship with other faith communities.

Emancipation of women in Africa is becoming more difficult despite the changes in the legal and policy regimes because gender inequality is finding a basis in religious theological ethos. Forces of urbanisation resulting in increased movement of youth to cities and the subsequent increase in the number of slum dwellers and destitute persons is a world issue of concern. Increase in unemployment, especially among the youth, leads to idleness, which is a recipe for them being used or misused for violent actions, including religious ones. In fact, movement of youth to cities in search of a good life only opens space for them to be engaged in criminal activities such as drug peddling and crime.

The presence of HIV/AIDS is robbing many a nation's productive labour force and not least sub-Sahara Africa, which is further compounded by poverty. Existing theological positions within religious communities and institutions either perpetuate or mitigate the increase of HIV/AIDS and in most cases, religious and cultural practices enhance the spread of the disease. Poor economic status of many countries is leading to high levels of illiteracy even in places where gains were already made.

Technology has brought the world closer to people than ever before, as communication is faster and better. But the challenge is how and for what purpose new technological devices are used. Internet services promote sharing of religious information and ideas but negative information and misinformation about other religious communities is also communicated creating a sense of hatred and animosity.

Increasingly, many African countries are witnessing the emergence of FM radio stations and electronic and print media only religious programmes. In spite of technological leaps statistics show that its advancement and application is still very low in Africa.

3.2 Stakeholder Analysis

The planning process mapped out two types of key stakeholders in the continent as follows:

- ❖ Ecumenical and church-related organisations who collaborate with and patronise PROCMURA's activities.
- ❖ Inter-faith organisations doing similar work to that of PROCMURA.

PROCMURA, operating on its stated principle of cooperating with those whose principles and goals are in part or in whole those of its own, regards other inter-faith organisations, most of which are relatively new, as potential collaborators unless their actions suggest otherwise. These organisations' strengths and weaknesses were identified vis-à-vis PROCMURA, thereby attempting to decipher PROCMURA's comparative advantage.

Ecumenical and church related organisations which are collaborators:

- ❖ All Africa Conference of Churches (AACC)
- ❖ Fellowship of Christian Councils and Churches in the Great Lakes and Horn of Africa (FECCLAHA)
- ❖ Organisation of African Instituted Churches (OAIC)
- ❖ World Student Christian Federation Africa Region (WSCF)
- ❖ International Movement of Catholic Students (IMCS)
- ❖ International Young Christian Students (IYCS)

Inter-faith organisations who are collaborators or potential collaborators:

- ❖ Interfaith Action for Peace in Africa (IFAPA)
- ❖ World Conference on Religions for Peace (WCRP)
- ❖ Interfaith Youth Peace Initiative (IYPI)
- ❖ United Religions Initiative (URI)

Life Challenge Africa works parallel to PROCMURA though we interact with them from time to time.

A comparison of the other stakeholders with PROCMURA indicates their strengths as follows:

- ❖ A number of them are well funded
- ❖ Some have Income Generating Activities (IGA) that enhance their sustainability
- ❖ Their programmes tend to have wide coverage and the membership base is also wide inter-religious. In other words they work with more than two religions.

3.2.1 PROCMURA's Relationship with Key Stakeholders

At the level of relationships with other critical stakeholders, it was observed that PROCMURA has good working relationships with both Ecumenical and church related organisations as well as the various inter-faith and inter-religious organisations. Most, if not all, are already in contact with PROCMURA. What is required in the future is to strengthen collaboration with the view to increase visibility and profile, which was perceived as being weak. Though maintaining its Protestant roots, PROCMURA works with all churches. This approach is positive, as it exemplifies the importance of good intra-faith relations as a basis for approaching Christian-Muslim relations together. More important for PROCMURA in the next five years is new found heightened collaboration with the AACC that would enable it break new grounds with AACC member churches.

3.2.2 Comparative Advantage of PROCMURA

In spite of the above-mentioned strengths of other stakeholders, PROCMURA's comparative advantages over them include:

- ❖ Its long history and wide experience on matters of Christian Muslim relations rooted in African people's spirituality and experiences.
- ❖ Being the only Christian organisation in Africa dedicated to the building of mutual relationships between Christians and Muslims in the entire continent.
- ❖ Being more focused both in its target constituencies and programmes.
- ❖ Its focus is only on Christians and Muslims who have the largest numerical strength in Africa and therefore are the major religious actors in the continent.
- ❖ A clear identity, namely that of a Christian organisation.
- ❖ Having technically trained and well informed personnel on the ground.
- ❖ A functional governance and implementation structure down to the grassroots levels.
- ❖ Efficient and functional infrastructure both at staff and programme levels.
- ❖ Well-defined and functional decision making structures.
- ❖ Well-structured partnership with European and North American partners that provide platforms for sharing experiences and learning from one another.

3.3 Internal and External Analysis - Strengths, Weaknesses, Opportunities and Threats (SWOT)

a. Strengths

- ❖ Broad coverage of the continent
- ❖ Expertise in inter-faith relations
- ❖ Clear and focused core business
- ❖ Aims and objectives of PROCMURA are viable and urgent today in Africa
- ❖ Administrative systems and policies of governance in place
- ❖ The oldest and pacesetter in Christian-Muslim relations
- ❖ Pyramidal lean structure of PROCMURA at the Central Office with wide membership at the grassroots levels
- ❖ Adequate infrastructural support system
- ❖ Trained/ adequate personnel/ well staffed central coordinating office
- ❖ Specific programmes in place targeting specific constituencies
- ❖ Good relations with partners and like-minded organisations
- ❖ Gets local contribution from some Area Committees
- ❖ Regular meetings of governance organs
- ❖ One singular ecumenical and continental body for effective inter-faith understanding
- ❖ Has Ecumenical Area Committees
- ❖ Good working relations with the European Liaison Committee
- ❖ Determined to collaborate and not compete with other emerging interfaith organisations.

b. Opportunities

- ❖ Religious Leaders are ready to cooperate in matters of common interest and to promote peace
- ❖ Existence of Regions where PROCMURA is not operational hence possibility for expansion
- ❖ Mutual acceptability by both Christians and Muslims allowing programmes to go on
- ❖ Global interest in inter-faith relationships/dialogue
- ❖ Complexity of Christian-Muslim relations that provide new challenges all the time
- ❖ Availability of and willingness of churches to work with PROCMURA
- ❖ Expansion of programmes to include social issues such as HIV/AIDS
- ❖ Improved air waves and FM radio stations to get message access
- ❖ Improved ICT facilities in Africa
- ❖ Partners availability and willingness to support financially
- ❖ Growing interest of churches to buy into PROCMURA's principle of faithful Christian witness in an inter-faith environment of Christians and Muslims.

c. Weaknesses

- ❖ Clearly stated vision not articulated by all
- ❖ Limited visibility within individual African Churches
- ❖ Some Area Advisers not computer literate and lack computers for easy communication
- ❖ Gender imbalance in leadership positions e.g. all Area Advisers are men
- ❖ Unclear objectives in some of the areas PROCMURA operates
- ❖ Lack of practical involvement in bringing out solutions to problems
- ❖ Low profile, low publicity, media shy not conspicuous
- ❖ Non-operational Area Committees in some countries
- ❖ Conservative and closed operative system
- ❖ Unspecified working policies at grassroots levels vision, mission, values, constitution unknown

- ❖ Low fund assurance dependent on donors
- ❖ Inadequate investment
- ❖ Inadequate staff capacities within the regions
- ❖ Tendency not to be pro-active
- ❖ Lack of proper mechanisms to bond those trained by PROCMURA
- ❖ Lack of periodic evaluation mechanism
- ❖ Weak financial base of members
- ❖ Inadequate training programmes for lay members in the Church
- ❖ Shortage of trained specialists in the field

d. Threats

- ❖ Increase of interfaith structures in Africa
- ❖ Deterioration of Christian-Muslim relations in some parts of the world and Africa
- ❖ Political instability in some countries
- ❖ Countries where PROCMURA has activities, Muslims are suspicious as they think Christians want to convert them
- ❖ Some churches think PROCMURA is into dialogue to the detriment of evangelism
- ❖ Insufficient funds -decrease in funding donor fatigue
- ❖ Competition from other organisations
- ❖ Introduction of National Inter-religious Councils with a lot of money
- ❖ Increase of foreign bodies interested in interfaith due to terrorism
- ❖ The act of religious intolerance

3.4 Challenges

The key challenges identified from PEST, Stakeholder, and SWOT analyses include:

Political

- ❖ Politico-religious and ethnical conflicts that tend to create confrontation between Christians and Muslims.
- ❖ Multiplicity of religious and inter-religious organs globally flooding the continental agenda of dialogue.
- ❖ Terrorism and terrorist ideologies that seem to identify with certain religious/political/ ideological beliefs.
- ❖ Competing world civilizations that want to own the African mind.

Economic

- ❖ Shifting of donor funding priorities and short-term funding thus reducing sustainability of programmes e.g. for capacity building and advocacy
- ❖ Poverty among churches making them unable to effectively carry out Christian-Muslim relations programmes on their own.
- ❖ Forces of urbanisation resulting into increased movement of youth to cities and subsequent increase in the number of slum dwellers and destituteness. This increase in

unemployment especially among the youth leads to idleness, which is a recipe for them being used or misused for violent actions, including religious ones.

Socio-Cultural

- ❖ Religion is becoming increasingly a definer of people's identity and a hoard of extremism.
- ❖ Types and modes of approaches of evangelisation adopted by other organisations may not augur well with the principle of promoting good relations between Christians and Muslims.
- ❖ Breakdown of socio-cultural fabric of society is leading to the decline of moral values resulting in vices and issues like corruption, violence etc.
- ❖ The wide spread of HIV/AIDS pandemic and existing positions within religious communities and institutions that either perpetuate or mitigate the increase of HIV/AIDS.
- ❖ Christian Muslim marriages and sensitivity of Islam causing tension and may result in conflicts.
- ❖ Foundational religious ethos and instructions with regard to internal relations that affect its relationship with other communities.
- ❖ Due to poor economic status of churches and insufficient funding few Christian theologians get trained in Christian Muslim relations.
- ❖ High level of illiteracy and misinformed/ignorant community of youth, which result into degrees of stereotyping.

Technology

- ❖ Technology levels and its advancements are still low in Africa, as for example, some of PROCMURA field staff on the ground are not computer literate.
- ❖ Through internet services, promotion of sharing of religious information as well as the propagation of negative information about various religious communities is more accessible and widespread.
- ❖ Emergence of electronic and print media based on religion

Other Stakeholders

- ❖ Increased number of PROCMURA competitors with sound funding base and a wide range of programmes as well as membership.
- ❖ Many aggressive Christian and Muslim organisations coming up on the continent posing great challenge to PROCMURA's approach of tolerance and sensitivity.

Organisational

- ❖ Gender imbalance in leadership positions e.g. all Area Advisers are men

- ❖ Conservative and closed operative system
- ❖ PROCMURA is financially unsustainable - no investment proposed development of endowment fund/fund raising ventures.
- ❖ Meeting the growing financial needs for programmes
- ❖ Gaining the cooperation of and commitment by church leaders
- ❖ Collaboration with similar organisations
- ❖ Low profile of PROCMURA, there is need for PROCMURA to popularise itself
- ❖ PROCMURA activities are not prioritised within programme work of most National Councils of Churches
- ❖ Some regions, for example, Southern Africa are not actively engaged with PROCMURA.

4.0 STRATEGIC PRIORITIES

During this Strategic Plan period PROCMURA shall focus on a number of key strategic priority areas that will form the basis of its programme and organisational development.

4.1 Programme Priorities

Following the planning process and responses from various actors, six programme priorities were identified.

Capacity building of Church leaders in peace building and conflict transformation e.g. post conflict reconstruction as well as undertaking effective joint consultations of Christians and Muslims in Christian Muslim relations. This awareness and capacity building of church leadership featured prominently as one that would impart knowledge and equip leadership with relevant experience, exposure, knowledge and skills for Christian Muslim relations.

Emphasis on the **Youth programme** to widen the scope to include, for example, advocacy for responsible citizenship. Youth and children programmes in ChristianMuslim relations were highlighted as concern, given their potential positive and negative roles.

Enhancing gender equality by enabling more women to be trained and participate in decision-making organs of PROCMURA. As PROCMURA continues to strengthen Christian and Muslim women encounters and capacity building around common issues, gender in inter-faith work emerged as one of the priority issues.

PROCMURA should remain **focused on Christianity and Islam** but diversify programme approach to cover areas that have not been explored such as religious rights and freedoms.

Network, collaboration and exchange programmes are perceived as providing leverage for PROCMURA's work.

Improved **Research, Communication and Information** in light of new technologies available are considered vital for the work of PROCMURA in order to reach more churches and communities.

4.2 Organisational Issues

A number of issues were mapped out as organisational issues to be addressed during this Strategic Plan period these include:

Improving the **sustainability** of PROCMURA through raising capital income for investment. Sustainability in this case includes the work of Area Committees and Central Office.

Strengthen **Organisational Profile** or public image. Although PROCMURA has been in existence for many years, it is only well known by churches within its constituency. There is therefore the need to profile PROCMURA and what it does wider so that all churches in the continent may know it.

Institutional strengthening of PROCMURA in order to be effective includes developing a fundraising strategy that will make PROCMURA sustainable. This also includes reviewing organisational policies and guidelines in areas of governance and decision-making, management, financial and human resource management systems, programme monitoring and evaluation systems including provision of equipments especially for Area Advisers.

5.0 STRATEGIC AGENDA 2007/8 2011/12

5.1 Strategic Objectives

During this Strategic Plan period, PROCMURA will focus on six key programme objectives and two organisational ones. While the core programmes contained in this Strategic Plan look similar to the on-going ones, the content and beneficiaries are broadened. This is important to highlight especially since the cooperation with the AACC is programmatic in nature. PROCMURA has resolved to as well serve as a resource pool for individual churches that are determined to take Christian-Muslim Relations seriously. The core programmes are:

5.1.1 Create awareness and build capacity of Church Leaders on Christian-Muslim relations

Christian-Muslim relations in Africa, like elsewhere in the world, is a complex business as it has at its core issues of politics, economics, culture, religion and social issues. These core issues are not always understood and appreciated as a package, which everyone engaged in the vocation needs to take on board. To fully understand this, PROCMURA will embark on awareness creation that shall involve the leaders of the churches in Africa, women, youth, lay and ordained members, and eventually the wider society of Christians at the grassroots levels who live and practice their faith in an interfaith environment of Christians and Muslims.

Church Leaders seminars with a uniform curriculum for purposes of awareness creation on Christian Muslim Relations shall be the emphasis. This awareness creation shall go hand in hand with stated and outlined programmes of the different 'departments' of PROCMURA as reflected in the outlines of such 'departments' key outcomes.

5.1.2 To provide adequate information and educate Women on issues of Christian Muslim relations

Christian-Muslim Relations in Africa is an area, which generates a lot of challenges especially when it comes to women; for women constitute the group that suffers the most when violence erupts and yet are seldom included in peace and reconciliation meetings. There is a saying that if you educate a man, you educate an individual; but if you educate a woman, you educate a whole family. It is therefore urgent and important to have women informed and educated on matters related to Christian-Muslim relations for a better understanding.

In this regard, and due to the fact that women are well known to have the ability and openness to interact with one another without considering their religious barriers/differences, and conscious that they are vessels of informal relations, the process of conscientisation shall be conducted in such a way that they are informed about matters related to Islam and Christian-Muslim relations and are able to discuss issues of particular and common concern to both Christian and Muslim women, for the promotion of a better environment.

In addition, the fact of providing women with education on Christian-Muslim relations will spread the PROCMURA message and equip women to be active in both the governance and programmatic work of faithful Christian witness and peace and peaceful coexistence.

5.1.3 Building the capacity of Youth to practice their faith peacefully

Recognising that youth form at least sixty per cent of the populations of many countries in Africa; acknowledging that young people are energetic but with little experience, PROCMURA seeks to build the capacity of the youth so that they can talk and practice their faith in a non provocative and non-violent manner. Youth can become peacemakers in Africa when they understand the norms of religious freedom and tolerance. Capacity building/training is to establish a corps of trainers at the local, national and international levels.

5.1.4 Enhance Literature production, dissemination and communication

Literature and communication is both a programme and a strategy of working whose purpose is to document the experiences and lessons of Christian Muslim relations. It enables PROCMURA to disseminate information to constituencies. Production of Information, Communication, and Educational (ICE) materials are to assist Area Advisers and grassroots leadership in their facilitative roles. Beyond experiences and lessons, documentation includes the academic study of Christian-Muslim relations. For purposes of profiling the mandate and work of PROCMURA, literature and communication will diversify its interventions and work jointly with similar departments of the AACC.

5.1.5 Conduct research and provide training at a higher level

PROCMURA believes that for Christians to engage in the complex Muslim reality, they need to be professionally equipped. In this vein Christian theologians will continue to train at the university level both in Africa and outside. Research work is considered a vital ingredient in enhancing the knowledge base of the churches and other interested people.

5.1.6 Collaboration with the AACC and working with others

With the new understanding between PROCMURA and the AACC, PROCMURA shall collaborate with the AACC in its varied programmes to ensure that issues of inter-faith relations are taken care of. It shall also intensify its collaboration with other continental and regional organisations who patronise PROCMURA's activities and individual churches who would wish to make Christian-Muslim relations part of their life and work.

5.1.7 Expansion and development of PROCMURA Area Committees

Organisationally, PROCMURA expects to expand its Area Committees to regions where they are non-existent.

5.1.8 Enhance efficiency, effectiveness and sustainability

In the course of this Strategic Plan, PROCMURA anticipates improving its financial resource base and possibly initiating an IGA to strengthen its sustainability. Existing resources will continue to be efficiently and effectively used.

5.2 Planning Methodology

PROCMURA embarked on a Strategic Planning process that was comprehensive and inclusive of all the key stakeholders. Through the participation of all stakeholders vertically and horizontally, ownership of the Plan was ascertained and the Executive Committee remained supportive throughout the process by providing direction.

Planning was preceded by briefings by senior management at the Nairobi Secretariat. The purpose of this lengthy briefing was to better understand the commitment of management and governing bodies to evolving a strategic plan, to determine the strengths, weaknesses, opportunities and threats of the institution and to identify key strategic issues and priority areas for planning.

Participation of Area Advisers in the planning process was through a questionnaire and issues were raised through their written responses. On the other hand, interviews were held with some stakeholders while some partner organisations submitted written proposals.

Evidently, PROCMURA has not since its inception in 1959 undertaken strategic planning. However, planning is not new to PROCMURA either since it is done on an annual basis. Therefore Strategic Planning and

subsequent Plans are to enhance the strategic positioning of PROCMURA given the changes in the religious landscape both continentally and globally including providing guidance and directions that will be pursued in the next five years and the strategies to be utilised. In addition, the Strategic Plan highlights the results envisaged and also harmonises the activities of PROCMURA with a view to enhancing professionalism, efficiency and effectiveness. Further, the Plan is to assist in resource mobilisation. With the Strategic Plan, Operational Plans (OP) will be developed to facilitate the implementation.

Meetings with both the Executive and Staff members resulted in documents that were used to draft the Strategic Plan thereby making the staff the focal point of planning. A draft Plan document was shared with management for their input. Thereafter, a partners meeting was organised to share the Plan. The workshop was an advocacy one meant to mobilise resources around a new and focused programme for the next five years. It is understood that the Ex. Co will together with the General Adviser (GA) continue to manage PROCMURA as a policy making instrument as well as oversee the implementation of policies contained in this five-year Strategic Plan.

The following are approaches that will be used in the implementation of this Plan:

5.3 Implementation Approaches

Our principal guiding approach/method of work comes in the words of Jesus "... and you shall be my witnesses in Jerusalem and in Judea and Samaria and to the end of the earth." and in the words of St. Paul "... So far as it depends upon you, live peaceably with all" (Rom: 12:18) and therefore we approach our work from our Christian faith and not in spite of it. The approach is also comprehensive in the sense that it covers political, economic, socio-cultural and religious spheres of human existence. Practically, this approach translates itself as follows:

- ❖ Capacity building and skills development i.e. empowering people with training techniques on Christian-Muslim relations
- ❖ Facilitation and accompaniment of members and Area Committees
- ❖ Networking and cooperation/collaboration with those whose principles of work are in part or in whole similar to PROCMURA's
- ❖ Consultations/workshops
- ❖ Awareness creation on Christian-Muslim relations and exchange programmes
- ❖ Communication and Information dissemination
- ❖ Research and Training

5.3.1 Capacity Building and Skills Development

Capacity building of staff in areas identified in this Plan will be required in addition to skills development. Expectation is that in-house short course training will facilitate bridging capacity gaps in a cost effective manner, especially in the areas of planning, monitoring, budgeting and evaluation. Perhaps the major strategy of PROCMURA's work is capacity building of its members, which is reflected through programmes for youth, women and church leaders. The aim of capacity building is to empower membership and staff alike to internalise the vision and attain skills that make it possible to enhance Christian Muslim relations.

This Strategic Plan is heavily focused on capacity building and empowerment, which require the development

of tools and mechanisms for assessing impact of interventions.

5.3.2 Networking and Collaboration

PROCMURA being a capacity building and relational organisation believes in the need to network and collaborate with other actors in the same area of work. Networking is a process whereby experience and information are shared and organisations compliment one another. Presently, PROCMURA networks at regional and continental levels with those actors who share the same values and vision. Thus, PROCMURA networks with international institutions and development partners and with other similar institutions like the AACC. Collaboration with relevant actors entails participation in workshops and conferences. An opportunity to network and collaborate provides the opportunity for PROCMURA to influence others to share its vision and also to avoid duplication of effort. In this plan period, networking and collaboration will also aim at increasing efficiency and best practices in the institution.

5.3.3 Consultations and Workshops

Consultations as a method are used to ensure joint identification of issues as well as to enhance participation and bring new issues on board. A workshop setting is an opportunity to train on issues and to enhance the knowledge base and sharing of specific issues. Other related approaches are seminars and conferencing where research findings through occasional papers are presented and discussed.

5.3.4 Awareness Creation on Christian Muslim relations and exchange programmes

In view of the relative lack of knowledge, especially among Christians on Islam, awareness creation is the basic foundation of information sharing about the two religions that make it possible for members to begin to appreciate key areas of the others faith. Through awareness creation, youth, women and church leaders including lay people will access basic information that is expected to enhance their decision-making of faithful witness and collaboration for peace and peaceful co-existence.

5.3.5 Communication and Information Sharing

As an approach to enable staff to be productive and cost effective, PROCMURA has in recent months increased its computer accessories such as Overhead Projector and PowerPoint machinery. In addition a number of staff have modern computers to facilitate their efficiency. Information sharing and communication is relatively well managed since the secretariat is a small team but this becomes a challenge when the Area Advisers and other members of field staff are considered since access to computers and Internet varies from one individual to the other.

In the course of the implementation of this Plan it will be imperative to develop appropriate methods of work with field staff. It is equally important that the resource centre at the Secretariat that is under development be fully established.

More important is the information dissemination to the members, which is in the form of literature, newsletters, books, and other print materials. This is an important approach of creating awareness within the constituency and other relevant institutions such as theological colleges.

5.3.6 Research and Training

The main function is to encourage and support action on academic and relevant topics. It is aimed at producing academic papers and documenting research findings through occasional papers, etc. Training on the other hand, aims at the development of skills and professional competences.

5.3.7 Facilitation and Accompaniment

PROCMURA Central Office perceives itself as a facilitator. Implementation of activities is mainly through Area Committees facilitated by Area Advisers. In this case, the Central Office personnel plan jointly and facilitate Area Advisers in their work. This role of facilitation and accompaniment will feature more prominently as PROCMURA builds capacities of grassroots facilitators and theologians.

6.0 IMPLEMENTATION MATRICES (LOGFRAME)

6.1 Introduction

The secretariat at the Central Office is core in providing direction for the running of PROCMURA's programmes and is the focal point for facilitation and coordination for all the activities outlined in the Implementation Matrices.

Apart from financing the Programmes from the funds received from the partners, the Central Office gives the Area Committees, Area Advisers and Churches the impetus to mobilize support at grassroots level, to supplement partner funding.

Below is the Logical Framework of the various activities that will be undertaken by the different Programmes in order to achieve the goals of PROCMURA.

6.2 Logical Framework Matrix (Table)

Intervention Logic			
A. AWARENESS CREATION/CAPACITY BUILDING			
Overall Goal			
Sensitised and conscientised church leaders on the art of faithful and responsible Christian witness in an interfaith environment of Christians and Muslims, Christian and Muslim leaders teamed up to work for peace and peaceful co-existence for the holistic development of the peoples of Africa, and the recognition of freedom of religion as an acceptable norm of the African experience			
Objectives			
- To sensitise 2000 church leaders within a period of five years on the growing complexities of Christian-Muslim relations and possible ways of approaching such complexities. - To develop and expand PROCMURA's work into 9 countries where PROCMURA is least known so as to eventually inculcate a uniformed approach to Christian-Muslim relations that finds value in context, within all churches in Africa - To create forums for Christian and Muslim leaders to work together for peace in the continent and peaceful co-existence between Christians and Muslims as well as collaborate to attend to issues of common concern to society for the holistic development of African peoples. - To enhance collaboration with Ecumenical partners and individual churches in Africa - To conduct regular monitoring and evaluation			
Output	Verifiable Indicators	Means of Verification	Critical Assumptions
1. An informed leadership of the churches on the value and importance of taking Christian-Muslim relations in Africa seriously.	Number of Church leaders sensitised and conscientised.	Reports. On-the-spot evaluation method.	Church leaders will attend and support. Availability of funds.

Awareness Creation/Capacity Building (Cont.)					
Output	Verifiable Indicators	Means of Verification	Critical Assumptions		
2. Four hundred and twenty (420) Priests and Pastors in 9 countries informed on PROCMURA and prepared to join in the journey of faithful Christian witness and Christian constructive engagement with Muslims for peace and peaceful co-existence in the continent	Number of Priests and Pastors informed. Number of countries reached.	Reports. List of participants.	Churches will provide forums for PROCMURA’s workshops etc for priests and pastors.		
3. Platforms for promoted confidence building between Christian and Muslim leaders and suspicion diffused.	Number of Christian and Muslim leaders who participate in the forums.	List of participants. Reports.	Christian and Muslim leaders will be prepared to meet and discuss issues that militate against peace and peaceful co-existence.		
4. Practical joint activities on issues related to PROCMURA programmes.	Number of ecumenical partners and individual churches involved in PROCMURA activities.	List of participants. Reports.	Ecumenical partners and individual churches cooperate.		
5. Functional monitoring and evaluation system.	Number of reports and updated materials documented.	Published reports. Range of distribution.	Information will flow efficiently.		
Output activities					
1. An informed leadership of the churches on the value and importance of taking Christian-Muslim relations in Africa seriously					
	Years				
	2007/8	2008/9	2009/10	2010/11	2011/12
1. Conduct Regional seminars and workshops for church leaders in Francophone and Anglophone West Africa and East Africa.	33	-	33	-	30
2. Conduct awareness creation seminars and workshops in 6 countries of southern and East Africa.	40	40	40	40	-

Awareness Creation/Capacity Building Output activities (Cont.)					
	Years				
	2007/8	2008/9	2009/10	2010/11	2011/12
3. Carry out awareness creation national workshops in 6 countries of the Sahel Region of Francophone West Africa and Central Africa.	34	-	34	34	34
4. Carry out re-appraisal national workshops and consultations in existing PROCMURA Area Committees.	400	400	400	-	400
II. Four hundred and twenty (420) Priests and Pastors in 9 countries informed on PROCMURA and prepared to join in the journey of faithful Christian witness and Christian constructive engagement with Muslims for peace and peaceful co-existence in the continent					
1. Initiate and expand PROCMURA activities into 9 countries in Southern Africa.	60	60	60	60	30
2. Initiate and expand PROCMURA's activities into countries of the Indian Ocean of Madagascar and the Island of Zanzibar.	50	-	50	-	50
III. Platforms for promoted confidence building between Christian and Muslim leaders and suspicion diffused.					
1. Conduct country workshops in 8 countries on the art of Christians and Muslims collaborating to work for peace in society and peaceful co-existence between Christians and Muslims.	40	40	40	40	-
2. Conduct a continental conference of Christian and Muslim leaders on issues of peace and peaceful co-existence.	-	-	-	200	-
3. Area committees in the different countries to conduct joint consultations for the leadership of the Churches and Mosques on contextual issues of concern such as peace, HIV/AIDS.	360	360	360	360	360
IV. Practical joint activities on issues related to PROCMURA programmes					
1. Collaborate with the AACC to ensure that their core programmes have slots on inter-faith issue.	X	X	X	X	X
2. Initiate collaborative programmes with other ecumenical bodies and individual churches.	X	X	X	X	X

Awareness Creation/Capacity Building Output activities (Cont.)					
Output activities					
	Years				
	2007/8	2008/9	2009/10	2010/11	2011/12
V. Functional monitoring and evaluation system					
1. Give regular reports of the workshops, seminars to partners of PROCMURA.	X	X	X	X	X
2. Assess the reports and situations on the ground.	X	X	X	X	X

B. WOMEN AND EDUCATION PROGRAMME			
Overall Goal			
Trained and empowered Christian Women on issues of Islam and Christian-Muslim relations in order to engage their Muslim counterparts.			
Objectives			
1. To mount conscientisation awareness creation workshops for Christian women on core issues about Islam and Christian-Muslim relations. 2. To make the Programme known in 5 new countries in sub-Saharan Africa. 3. To provide educational material for women on issues of Christian-Muslim relations. 4. To train Christian and Muslim women on the prevention and management of HIV/AIDS and the ills of Female Genital Mutilation (FGM) and other social issues of common concern. 5. Have a continental evaluation to constructively criticise and come out with the way forward. 6. To monitor regularly the work of the women in the PROCMURA's constituencies.			
Output	Verifiable Indicators	Means of Verification	Critical Assumptions
I. 2000 Christian women within the existing PROCMURA constituencies are conscientised and informed by the year 2011/12 and informed about core issues on women in Christian-Muslim relations.	Number of women informed.	Country reports. List of participants	Political stability.
II. The women's programme is expanded in 5 new countries and more women engaged in PROCMURA's work.	List of countries.	Activity reports.	Availability of funds.

Women and Education Programme (Cont.)					
Output	Verifiable Indicators	Means of Verification	Critical Assumptions		
A women training guide on issues of Islam and Christian-Muslim relations is developed and made accessible to women.	Manual document.	Training guide. Distribution list.	Availability of funds.		
Christian women are educated on the prevention and management of HIV/AIDS and ills of FGM.	Number of women informed.	Country reports. List of participants.	Political stability.		
Continental evaluation of the women’s programme.	Number of women informed.	List of participants.	Availability of funds.		
Functional monitoring and evaluation of the work of the women and education.	Data collected Mailing list.	Reports.	Availability of funds.		
Output activities					
I. 2000 Christian women within the existing PROCMURA constituencies are conscientised and informed by the year 2011/12 and informed about core issues on women in Christian-Muslim relations					
	Years				
	2007/8	2008/9	2009/10	2010/11	2011/12
i. Train knowledgeable women in each of the 18 countries on witness, peace and peaceful co-existence.	4	4	4	3	3
ii. Organise one workshop in each of the 20 Area Committees on issues related to women in Christian-Muslim relations and gradually move to the grassroots.	X	X	X	X	X
II. The women’s programme is expanded in 5 new countries and more women engaged in PROCMURAs work					
i. Develop the criteria of identifying the countries.	X	-	-	-	-
ii. Identify the countries.	X	-	-	-	-
iii. Organise national workshop for each of the 5 countries.	1	1	1	1	1
iv. Establish the women’s programme in those counties.	X	X	X	X	X
III. A women training guide on issues of Islam and Christian-Muslim relations is developed and made accessible to women					
I. Gather relevant data/information.	X	X	X	X	X
ii. Compile and produce a women training guide.	100	-	500	-	500
iii. Distribute/sell.	X	X	X	X	X

Women and Education Programme – Output activities (Cont.)					
	Years				
	2007/8	2008/9	2009/10	2010/11	2011/12
IV. Christian and Muslim women are educated on the prevention and management of HIV/AIDS, the ills of FGM, child trafficking etc.					
i. Organise four regional consultations for 80 Christian and Muslim women on HIV/AIDS, FGM and any other social issues in each of the countries and conduct follow-up workshops.	20	20	20	20	-
ii. Organise national workshops for Christian and Muslim women on HIV/AIDS, FGM and any other social issues in each of the 18 countries and conduct follow-up workshops.	X	X	X	X	X
V. Continental evaluation of the women's programme					
i. Develop criteria of selection for women participants and develop evaluation formats.	X	-	-	-	-
ii. Hold 1 continental workshop for Christian women to evaluate the Women's programme activities.	-	-	-	-	25
VI. Functional monitoring and evaluation of the work of the women and education					
i. Collect information regularly about the on-going activities in the various countries.	X	X	X	X	X
ii. Write regular reports on the Women's Programme activities.	X	X	X	X	X
iii. Disseminate regular reports to PROCMURA and its partners.	X	X	X	X	X

C. YOUTH PROGRAMME			
Overall Goal			
Christian and Muslim youth effectively involved, individually and/or collectively, in ethno-political and religious peace building and conflict resolution and fully knowledgeable on matters of Christian-Muslim relations			
Objective			
1. To train youth leaders in Churches and Christian Councils on the art of faithful witness in an interfaith environment of Christians and Muslims and constructive engagement with Muslim youth for peace and peaceful co-existence. 2. To promote the engagement of Christian and Muslim youth in understanding and mutual tolerance and peace building in an interfaith environment of Christians and Muslims. 3. To promote the prevention and management of HIV/AIDS spread among the youth			
Output	Verifiable Indicators	Means of Verification	Critical Assumptions
i. Three functional regional Youth Networks on Christian-Muslim relations and youth aware of their responsibility in peaceful living.	Functional Youth Networks/ Opportunities for youth to meet.	Reports. Papers presented.	A conducive environment for youth to gather.
ii. Increased and sustained youth (Christian and Muslim individually and/or jointly) participation in Christian-Muslim engagement in peace and peaceful co-existence.	Training workshop held.	Papers presented. List of participants.	Trainers and training facilities/ funds will be available.
iii. Improved behavioural change and human behaviour among the youth.	Number of training workshops Changes in relationship between boys and girls.	List of participants. Reports. Papers presented.	Commitment and willingness of youth to change.

Youth Programme (Cont.)					
Output activities					
I. Three functional regional Youth Networks on Christian-Muslim relations and Youth aware of their responsibility in peaceful living.					
	Years				
	2007/8	2008/9	2009/10	2010/11	2011/12
i. To oversee the carrying out of 20 national youth workshops per year for PROCMURA Area Committee for 20 youth each.	-	400	400	400	200
ii. To convene 3 regional leadership development/training programme having a total of 60 participants.	20	-	20	-	20
iii. Identify (issues), develop, produce and distribute, within PROCMURA constituency youth guides on leadership.	X	X	X	X	X
iv. Facilitate exchange of ideas using internet among other modes and between youth leaders in 3 Area Committees.	-	1	1	1	-
II. Increased and sustained youth (Christian and Muslim individually and/or jointly) participation in Christian-Muslim engagement in peace and peaceful co-existence					
i. To conduct 3 regional workshops for a total of 150 youth in peace building and conflict transformation in the context of Christian-Muslim relations.	50	50	50	-	-
ii. Carry out 3 thematic joint Christian and Muslim study sessions for 90 youth on issues of constructive engagement for peace and peaceful co-existence.	-	30	30	30	-
iii. Convene one continental session in Christian-Muslim relations in Africa for 20 youth.	-	-	-	-	20
III. Improved behavioural change and human behaviour among the youth					
i. Train/expose 180 Christian and Muslim youth leaders to Biblical and Qur'anic, medical and socio-economic approaches to control and prevention of HIV/AIDS in 6 West Africa Anglophone and Francophone countries.	60	60	60	-	-
ii. Conduct 4 exchange peer sessions in areas where there are good stories in the fight against the HIV/AIDS for a total of 60 youth.	20	-	20	-	20
iii. Conduct Christian-Muslim solidarity visits to communities infected and affected by HIV/AIDS.	X	X	X	X	X
iv. Carry out one continental awareness raising session for 80 Christian and Muslim youth leaders on control and prevention of HIV/AIDS.	-	-	-	-	80
v. Facilitate collection and synthesis of relevant materials on HIV/AIDS and distribute to the churches and PROCMURA grassroots programmes.	X	X	X	X	X

D. LITERATURE AND COMMUNICATIONS PROGRAMME			
Overall Goal			
Effective and responsible communication and communication systems amongst the churches in an interfaith environment of Christians and Muslims, and production, circulation and application of relevant materials on Christian-Muslim relations			
Objectives			
- To train church and Christian council communicators on responsible communications in 10 countries where PROCMURA operates. - To produce PROCMURA newsletter on a quarterly basis as well as grassroots and general organisational reports. - To develop Information, Communication, and Education (ICE) materials for Area Committees. - To coordinate the development, maintenance and update of the PROCMURA website and Information exchange with collaborative partners. - To produce two Occasional Papers on Islam, Christian-Muslims relations, and the general PROCMURA work, and one thematic booklet, annually. - To conduct regular monitoring and evaluation			
Output	Verifiable Indicators	Means of Verification	Critical Assumptions
i. Ten Churches and Christian council communicators in Africa trained and aware of the role of responsible communication in the context of Christian-Muslim relations.	Number of communicators trained, training workshop reports, feedback from churches and councils.	Reports. List of contacts and participants.	Churches and councils embrace the idea of training communicators in Christian-Muslim relations.
ii. Produced and distributed PROCMURA/PRICA quarterly newsletter, and materials regarding Christian-Muslim relations.	Number of Newsletters produced and distributed, Church leaders access to information that enhances their work and dialogue.	Copies of newsletter.	Availability of funds.
iii. Produced ICE materials and distributed to the PROCMURA's constituencies.	Communication to and from grassroots, Number of materials produced, Feedback from the grassroots.	Filled-out Questionnaires. Reports. Feedback from all concerned.	PROCMURA constituencies will respond to call, Controversial issues will be handled in a non-violent manner.

Literature and Communications Programme (Cont.)					
Output	Verifiable Indicators		Means of Verification	Critical Assumptions	
iv. Functional and up-to-date PROCMURA website and Information Technology in place.	Functional website with relevant information, PROCMURA profiled with AACC website, PROCMURA activities reflected in AACC's Pulse Newsletter.		Existence of a website.	Funds and technical staff available.	
v. Occasional papers and thematic booklets produced and distributed/sold.	Number of papers and booklets produced and distributed. Students benefit from research and documents.		Papers and Booklets. Distribution list.	Researchers/writers and funds available.	
vi. Functional monitoring and evaluation.	Number of annual and other monitoring reports, quality of dialogue and relationships improved, PROCMURA membership access relevant information.		Filled questionnaire, Evaluation report.	Participants willing to participate and a plan for M&E in place.	
Output activities					
I. Ten Churches and Christian council communicators in Africa trained and aware of the role of responsible communication in the context of Christian-Muslim relations					
	Years				
	2007/8	2008/9	2009/10	2010/11	2011/12
i. Document and regularly update catalogue of all institutions, individuals and organisations engaged in matters of interfaith relations and communications.	X	X	X	X	X
ii. Conduct critical analysis of the churches' and national councils' strategic positions on communication and interfaith relations.	X	X	X	X	X
iii. Conduct one workshop per region (there are 3 regions) for 60 communicators from respective churches and national councils on responsible communications in an interfaith environment.	20	20	20	-	-

Literature and Communications Programme Output activities (Cont.)					
	Years				
	2007/8	2008/9	2009/10	2010/11	2011/12
i. Document and regularly update catalogue of all institutions, individuals and organisations engaged in matters of interfaith relations and communications.	X	X	X	X	X
ii. Conduct critical analysis of the churches' and national councils' strategic positions on communication and interfaith relations.	X	X	X	X	X
iii. Conduct one workshop per region (there are 3 regions) for 60 communicators from respective churches and national councils on responsible communications in an interfaith environment.	20	20	20	-	-
iv. Hold one continental exchange forum for 24 heads of communications in the churches and councils to review the learning, experiences, and map out the way forward on communications on Christian-Muslim relations in Africa.	-	-	-	-	24
II. Produced and distributed PROCMURA/PRICA quarterly newsletter, and materials regarding Christian-Muslim relations					
i. Collect, collate and synthesise information, news, updates etc. on Christian-Muslim relations.	X	X	X	X	X
ii. Engage PROCMURA grassroots leadership, partners and friends in communication and information sharing.	X	X	X	X	X
iii. Produce and distribute, on a quarterly basis, 20,000 hard copies of PROCMURA/PRICA newsletter and some on electronic mails.	4,000	4,000	4,000	4,000	4,000
iv. Pull together, produce and dispense 5 PROCMURA grassroots reports.	1	1	1	1	1
v. Produce 5,000 copies of PROCMURA brochures.	1,000	1,000	1,000	1,000	1,000

Literature and Communications Programme Output activities (Cont.)					
	Years				
	2007/8	2008/9	2009/10	2010/11	2011/12
III. Produced ICE materials and distributed to PROCMURA's constituencies					
i. Develop questionnaire to collect information, needs, wants and issues from the PROCMURA grassroots constituencies.	X	X	X	X	X
ii. Synthesis of the collected information from the grassroots leadership.	X	X	X	X	X
iii. Document and distribute the materials to PROCMURA's constituencies.	X	X	X	X	X
iv. Gather and document feedback from the use of the materials.	X	X	X	X	X
IV. Functional and up-to-date PROCMURA website and Information Technology in place					
i. Source for materials and instruments for the web administration.	1	-	-	-	-
ii. Regular maintenance and update of the website.	X	X	X	X	X
iii. Aid in the design and upkeep of the website and internet links.	X	X	X	X	X
iv. Orientation and staff capacity development on IT and website administration and maintenance.	2	2	-	-	-
v. Develop and profile PROCMURA in AACC's website.	X	X	X	X	X
vi. Give information and news briefs about PROCMURA to be published in the AACC's monthly Newsletter (Pulse).	X	X	X	X	X
VI. Occasional papers and thematic booklets produced and distributed/sold					
i. Collect and collate information for and publication of 10,000 copies PROCMURA Occasional paper.	2,000	2,000	2,000	2,000	2,000
ii. Conduct the collection and analysis of materials and information for the publication of 5,000 copies of thematic booklets.	1,000	1,000	1,000	1,000	1,000
VII. Functional monitoring and evaluation					
i. Give regular reports and updates to both internal and external partners of PROCMURA.	X	X	X	X	X
ii. Assess the reports and situations on the ground.	X	X	X	X	X

E. RESEARCH AND PERSONNEL DEVELOPMENT						
Overall Goal						
Produce skilful, informed, and well researched field workers and central staff capable of understanding and interpreting complexity of Christian-Muslim relations in Africa and the world and offering quality service to all within the PROCMURA constituencies						
Objectives						
1. To train men and women theologians on Islam and Christian-Muslim relations to be Area Advisers and resource persons for PROCMURA and upgrade the training of the Central Office staff to offer quality service within the PROCMURA constituencies						
2. Pursue a balanced recruitment gender policy						
3. To research and document research findings on issues of Islam and Christian-Muslim relations and Conflict transformation, among others						
Output		Verifiable Indicators		Means of Verification		
i. Trained and qualified men and women in Islam and Christian-Muslim relations and well seasoned and committed Central Office staff.		Number of men and women theologians trained.		Successful completion of study programmes and performance in the field.		
ii. Equitable Gender policy.		Number of men/women recruited.		Balanced number of men/women recruited.		
iii. Equip PROCMURA central office as a resource centre on Islam and Christian-Muslim relations.		Recruitment of a researcher.		Documentation of findings.		
iv. Functional Monitoring and Evaluation.		Qualified staff/students recruited. Research findings available.		General efficiency of PROCMURA.		
				Availability of funds.		
Output activities						
I. Trained and qualified men and women in Islam and Christian-Muslim relations and well seasoned and committed Central Office staff						
		Years				
		2007/8	2008/9	2009/10	2010/11	2011/12
i. Train 8 Area Advisers to serve within the PROCMURA Area Committees.		2	2	2	-	2
ii. Train 8 women theologians to serve as resource persons for the women’s programme in Africa.		2	2	2	2	-
iii. Upgrade the training of the Central Office staff in relevant skills.		2	2	2	2	2

Research and Personnel Development Output activities (cont.)					
II. Equitable Gender policy					
	Years				
	2007/8	2008/9	2009/10	2010/11	2011/12
i. Implement Gender policy.	X	X	X	X	X
III. Equip PROCMURA central office as a resource centre on Islam and Christian-Muslim relations					
i. Appointment of a researcher on Christian-Muslim relations in Africa.	X	X	X	X	X
ii. Gathering, documenting, and dissemination of material on Christian-Muslim relations.	X	X	X	X	X
III. Functional Monitoring and Evaluation					
i. Develop criteria of identifying the students.	X	X	X	X	X
ii. Set educational level requirement	X	X	X	X	X
F. LIBRARY AND ARCHIVE DEVELOPMENT PROGRAMME					
Overall Goal					
Have a modest but quality library and archive worthy of research by people interested in PROCMURA's ideals and goals					
Objectives					
1. To work towards making PROCMURA Central Office a resource centre for research in Islam and Christian-Muslim relations in Africa					
2. To gather and document relevant materials on Christian-Muslim relations in Africa for the library					
Output	Verifiable Indicators	Means of Verification	Critical Assumptions		
i. Modest but quality referral library on Islam and Christian-Muslim relations in Africa and document a PROCMURA archive.	Number of books secured. Existence of PROCMURA archive.	Library. Archive.	Availability of funds.		
ii. Gathering and documentation of relevant materials on Christian-Muslim relations in Africa.	Number of materials being gathered for documentation.	Documentation. Progress.	Expertise and funds available.		
iii. Functional Monitoring and Evaluation.	Book reconciliation statement. Inventory list.	Reconciliation statements. Book list.	Books will be purchased. Availability of funds.		

Library and Archive Development Programme (cont.)					
Output activities					
I. Modest but quality referral library on Islam and Christian-Muslim relations in Africa and document a PROCMURA archive					
	Years				
	2007/8	2008/9	2009/10	2010/11	2011/12
i. Increase number of relevant books on Islam and Christian-Muslim relations, peace and peaceful co-existence to 1,000.	200	200	200	200	200
ii. Develop the PROCMURA archive so as to get it into microfiche by 2010.	-	-	-	X	-
II. Gathering and documentation of relevant materials on Christian-Muslim relations in Africa					
i. Gathering and documenting of materials on Christian-Muslim relations.	X	X	X	X	X
III. Functional Monitoring and Evaluation					
i. Serialize all library books and record in inventory.	X	X	X	X	X
ii. Reconcile the inventory books annually.	X	X	X	X	X

G. VISIONARY LEADERSHIP AND GOVERNANCE					
Overall Goal					
PROCMURA is an efficient and professional institution with visionary leadership and objective decision-making system					
Objectives					
1. To enhance a functional governance structure to strengthen decision-making process					
2. To conduct regular monitoring and evaluation					
Output	Verifiable Indicators	Means of Verification	Critical Assumptions		
i. Functional Governance structures put in place.	Meetings.	Minutes.	Meetings will be held as scheduled.		
ii. Functional monitoring and evaluation system.	Meetings.	Minutes.	Meetings will be held as scheduled.		
Output activities					
I. Functional Governance structures put in place					
	Years				
	2007/8	2008/9	2009/10	2010/11	2011/12
i. Organise and hold General council meeting every 4 years.	-	-	-	X	-
ii. Organise and hold Executive committee meeting every year.	X	X	X	X	X
iii. Organise and hold Finance committee meeting every year.	X	X	X	X	X
iv. Organise and hold Trustee meeting every year.	X	X	X	X	X
II. Functional monitoring and evaluation system					
i. Re-appraise the General Council members.	-	-	-	X	-
ii. Re-appraise the Executive Council members.	X	X	X	X	X
iii. Re-appraise the Finance Committee members.	X	X	X	X	X
iv. Review and update policy manuals.	X	X	X	X	X
v. Evaluate policy manuals and recommend changes.	X	X	X	X	X

H. FINANCE AND ADMINISTRATION			
Overall Goal: PROCMURA attains efficiency, effectiveness, professionalism and sustainability.			
Aim: PROCMURA delivers high quality services and is sustainable.			
Objectives			
1. To review and update Financial policies and procedures			
2. To provide timely reports to management and partners			
3. To review and update the Human Resource management system and procedures			
4. To manage PROCMURA funds prudently to accrue interest			
5. To set up, review and update the Fixed Asset Register			
6. To draft and implement a Motor Vehicle policy			
7. To develop and implement a procurement policy and procedures			
8. To intensify external fund raising activities to supplement current partner funding			
9. To develop awareness and capacity of Churches to support the work of PROCMURA in the Area Committees			
10. To develop other relevant administrative and logistical policies			
11. To conduct regular monitoring and evaluation			
Output	Verifiable Indicators	Means of Verifications	Critical Assumptions
i. PROCMURA equipped with sound financial management system.	Revised Manuals. Annual Budgets. Compliance to guidelines.	Quality of Manuals. Budget reports. Accurate records.	Availability of Manuals. Adequate funding. Staff cooperation.
ii. Timely Financial and Audit reports generated.	Stakeholders receive reports. Audited accounts. Monthly cash flows.	Accurate reports. Cash flow analysis. Signed Audit reports.	Reports relevant and timely. Availability of funds. Staff trained.
iii. PROCMURA equipped with sound Human Resource Management system.	Revised Manuals. Trainings conducted. Number of staff retreats. Meetings. Leave forms. Updated staff records. Annual briefings. Set objectives by employees. Medical cover.	Quality of Manuals. Number of records updated. Medical policy. Staff level of understanding. Minutes. Leave reports. Efficient work.	Availability of funds. Staff cooperation. Accuracy of records.
iv. PROCMURA implements sound investment policy and Financial sustainability.	List of partners. Investment policy. Proposals. Meetings fund.	Partners policy. Relevant proposals. Returns to investment.	Partners will be willing to support.

Finance and Administration (Cont.)			
Output	Verifiable Indicators	Means of Verifications	Critical Assumptions
v. PROCMURA equipped with sound Property/Equipment management system.	Asset register. Updated files. Valuation Certificate. Depreciation. Insurance policy. Physical Inventory sheet.	Register. Inventory. Payments. Valuation reports. Serialized asset sheet. Efficient systems.	Availability of funds. Asset can be serialized. Assets are depreciated. Valuation is beneficial to organisation.
vi. Sound Motor Vehicle policy in place.	Motor Vehicle policy. Meetings. Revised policy manuals. Updated log sheet. Disposal accounts. License. permits.	Policy. Ratifications. Dealers are vetted for. Accurate log sheet. Efficient fleet of vehicles.	Vehicles for official use only. Staff cooperation. Efficient vehicles. Vehicles are disposed of on time. Log sheet filled properly.
vii. Develop and implement a procurement policy and procedures.	Procurement policy. Procurement practices. LPO books. Audits. Creditors. Meetings. Revised policies.	Procurement policy. Minutes. Serialised LPO's Resolutions. Reports. Adherence to limits.	Relevant procurement practices. Procedures are observed. Review meetings are conducted. Limits are realistic.
viii. PROCMURA externally generates funds to supplement current partner funds.	A manager recruited. Partners engaging with PROCMURA.	Number of partners.	Possible to pay manager. Partners willing to partner with PROCMURA.
ix. PROCMURA internally generates funds to supplement partner funding.	Operational IGA's. Supplementary support from churches. Increased activity at grassroots.	Supplementary income from IGA's. Supplementary support from internal fundraising.	Possible for PROCMURA to implement. Possible to mobilize the churches to support.
x. Relevant administrative and Logistical policies put in place.	Security policy. operational manual. Documentation policy. Payments.	Security measures in place. Bound copies of reports. Dynamics in organisation	Security matters are dynamic. Organisations are dynamic and procedures change. Availability of funds.
xi. Planning, Monitoring and Evaluation tools and policies in place.	Strategic plan. Operational plans. Work plans. Meetings. Revised strategies. Monitoring tool	Applicable strategic plan. Adherence to operational plans. Resolutions.	SP beneficial to organisation; Staff will cooperate; organisation is dynamic.

Finance and Administration (Cont.)					
I. PROCMURA equipped with sound financial management system					
	Years				
	2007/8	2008/9	2009/10	2010/11	2011/12
i. Review and update financial policies and procedure manuals every four years.	-	-	-	X	-
ii. Prepare annual programme and administrative budgets.	X	X	X	X	X
iii. Review compliance to international accounting guidelines annually.	X	X	X	X	X
iv. Review compliance to statutory requirements annually.	X	X	X	X	X
v. Review internal control systems every two years.	-	X	-	X	-
II. Timely Financial and Audit reports generated					
i. Provide budget variance reports to management on a monthly basis.	12	12	12	12	12
ii. Provide budget variance reports to the Finance committee quarterly.	4	4	4	4	4
iii. Prepare management reports monthly/quarterly and annually.	12	12	12	12	12
iv. Prepare partners reports as and when need arises adhering to partners requirements.	X	X	X	X	X
v. Conduct annual audit.	X	X	X	X	X
vi. Prepare cash flow analysis monthly.	12	12	12	12	12
ix. Prepare monthly payroll.	12	12	12	12	12
viii. Provide graphical reports quarterly.	4	4	4	4	4
ix. Do a horizontal and vertical analysis of financial statements yearly.	X	X	X	X	X
III. PROCMURA equipped with sound Human Resource Management system					
i. Develop PROCMURA staffing programme.	-	-	-	X	-
ii. Review and update human resource policies and procedures manuals every four years.	-	-	-	X	-
iii. Update staff records annually.	X	X	X	X	X
iv. Staff development needs and training programme in place every year.	X	X	X	X	X
v. Staff retreats, motivation and team building training twice a year.	2	2	2	2	2

Finance and Administration - PROCMURA equipped with sound financial management system (Cont.)					
	Years				
	2007/8	2008/9	2009/10	2010/11	2011/12
vi. Conduct annual briefings on policies and guidelines to staff.	X	X	X	X	X
vii.Coordinate employee health and safety needs annually.	X	X	X	X	X
viii.Develop annual objectives for each employee.	X	X	X	X	X
ix. Develop staff appraisal tool.	X	-	-	-	-
x. Conduct staff appraisal annually.	X	X	X	X	X
xi. Hold quarterly staff meetings.	4	4	4	4	4
xii.Recruit a receptionist/Librarian.	X	-	-	-	-
xiii.Provide leave utilization reports.	X	X	X	X	X
xiv.Summarize staff time utilization reports.	X	X	X	X	X
IV. PROCMURA implements sound investment policy and Financial sustainability					
i. Maintain database of potential sources of funds.	X	X	X	X	X
ii. PROCMURA to institute an investment policy.	X	X	X	X	X
iii. Acquire relevant proposal guidelines for proposal writing.	X	X	X	X	X
iv. Develop and submit proposals to funding agencies.	X	X	X	X	X
v. PROCMURA to invest funds in interest bearing accounts.	X	X	X	X	X
vi. Constitute an investment committee that meets every quarter.	4	4	4	4	4
vii.Establish sustainability/investment fund.	-		X	X	X

Finance and Administration (Cont.)					
	Years				
	2007/8	2008/9	2009/10	2010/11	2011/12
V. PROCMURA equipped with sound property/Equipment management system					
i. Implement a Fixed Asset Register (FAR).	X	-	-	-	-
ii. Update FAR quarterly.	4	4	4	4	4
iii. Do an annual valuation of Assets.	X	X	X	X	X
iv. Depreciate Assets annually.	X	X	X	X	X
v. Assess Asset utilization annually.	X	X	X	X	X
vi. Do a physical count of Assets annually.	X	X	X	X	X
vii.Serialize all Assets.	X	X	X	X	X
viii.Compare FAR with the book value annually.	X	X	X	X	X
ix. Do annual/quarterly maintenance of equipments.	X	X	X	X	X
x. Do an annual upgrade of computer and programme software.	X	X	X	X	X
xi. Major building maintenance done every three years.	-	-	X	-	-
xii.Insure assets annually.	X	X	X	X	X
VI. Sound Motor Vehicle policy in place					
i. Develop a motor vehicle policy.	X	-	-	-	-
ii. Submit policy for ratification.	X	-	-	-	-
iii. Induct staff in the use of the policy.	X	-	-	-	-
iv. Review motor vehicle policy annually.	X	X	X	X	X
v. Ensure vehicles are properly maintained by reputable dealers.	X	X	X	X	X
vi. Review the vehicles log sheets quarterly.	4	4	4	4	4
vii.Dispose vehicle after five years.	-	-	X	-	X

Finance and Administration (Cont.)					
	Years				
	2007/8	2008/9	2009/10	2010/11	2011/12
PROCMURA equipped with sound property/Equipment management system (Cont.)					
viii. Assess vehicle utilization annually for disposal purposes.	X	X	X	X	X
ix. License, insurance and permit schedules in place every year.	X	X	X	X	X
VII. Develop and implement a procurement policy and procedures					
i. Draft a procurement policy and procedures manual.	X	-	-	-	-
ii. Constitute a procurement committee.	X	-	-	-	-
iii. Apply procurement policies and procedures for all purchases.	X	X	X	X	X
iv. Use Local Purchase Order (LPO) as per established procedures.	X	X	X	X	X
v. Annually review procurement policies and procedures.	X	X	X	X	X
vi. Do an internal procurement audit twice a year.	2	2	2	2	2
vii. Compare procurement committee resolutions with the LPO twice a year.	2	2	2	2	2
viii. Authorisation limits vetted by relevant authorities annually.	X	X	X	X	X
ix. Credit purchases monitored quarterly.	4	4	4	4	4
VIII. PROCMURA externally generate funds to supplement current partner funds					
i. PROCMURA intensifies fundraising activities through a fundraiser/agent/manager.	X	X	X	X	X
ii. Partner and network with other organisation to implement programmes.	X	X	X	X	X
IX. PROCMURA internally generate funds to supplement partner funding					
i. Area Advisers and Area Committees embark on fundraising to support local programmes.	X	X	X	X	X
ii. PROCMURA Central Office embarks on fundraising of the programme.	X	X	X	X	X
iii. Encourage churches to contribute financially and materially towards country programmes	X	X	X	X	X
iv. National councils of churches and individual churches to take charge of Area Advisers salaries, allowances and accommodation.	X	X	X	X	X
v. The Central Office to initiate and implement Income Generating Activities (IGA) for long term investment.	X	X	X	X	X

Finance and Administration (Cont.)					
	Years				
	2007/8	2008/9	2009/10	2010/11	2011/12
X. Relevant administrative and Logistical policies put in place					
i. Sound security measures documented and reviewed annually.	X	X	X	X	X
ii. Office operational procedures put in place and reviewed annually.	X	X	X	X	X
iii. Develop documentation policy.	X	-	-	-	-
iv. Bind annual finance committee minutes every three years.	X	-	-	X	-
v. Bind partners minutes/reports every three years.	X	-	-	X	-
vi. Bind Audit reports every three years.	X	-	-	X	-
vi. Bind EXCO minutes/reports every three years.	X	-	-	X	-
vii. Bind Governing Council minutes/reports every four years.	X	-	-	X	-
viii. Bind programme reports every three years.	X	-	-	X	-
XI. Planning, Monitoring and Evaluation tools and policies in place					
i. Develop five year Strategic plan (SP).	X	-	-	-	-
ii. Develop employee annual operational plan.	X	X	X	X	X
iii. Develop departmental annual work plans.	X	X	X	X	X
iv. Develop monitoring plan.	X	-	-	-	-
v. Induct staff on the work and operational plans.	X	X	X	X	X
vi. Internal review of the SP annually.	X	X	X	X	X
vii. External evaluation of SP after two and half years.	-	-	X	-	-
viii. End term evaluation of SP.	-	-	-	-	X

7.0 FRAMEWORK FOR IMPLEMENTATION

7.1 Legal Status

The Programme for Christian Muslim Relations in Africa (PROCMURA) is a membership organisation of Churches and National Councils of Churches committed to the objective of interpretation of the Gospel faithfully, peacefully, and responsibly. The highest decision making organ is the General Council and as a governing body of members at this level, it elects the Executive Committee, General Adviser and the Trustees.

As a registered organisation and in fulfilment of its legal mandate the GC shall take place once in every three years. The GC shall receive and consider an accountability of previous work through the reports, approve budgets and plans for the forthcoming year, and elect members of the Ex Co. It is also the duty of the GC to make policy

The GC elects the Ex Co. which is tasked with the functions of the organisation in between the General Councils by providing guidance and direction as well as overseeing implementation of policy. The Executive Committee shall supervise the work of the Finance Committee that it appoints by receiving financial reports and budgets. The Ex Co. shall meet once every year.

During this strategic plan period, PROCMURA shall work in concert with established governance procedures as well as adhere to the legal regime that governs its operations.

7.2 Organisation Structure

The main functions of PROCMURA are undertaken through an elaborated structure that defines the various levels of responsibility in the organisation. As stated above the governing organs of PROCMURA namely the GC and Ex Co are mandated to formulate policy and direct and guide its implementation. While the Trustees are stewards of the property of the organisation, the GA is the Chief Administrative Officer managing day-to-day activities of PROCMURA, providing leadership, and in consultation with the Ex Co hires staff. As the Chief Executive officer, he shall implement policies and decisions of the GC and Ex Co.

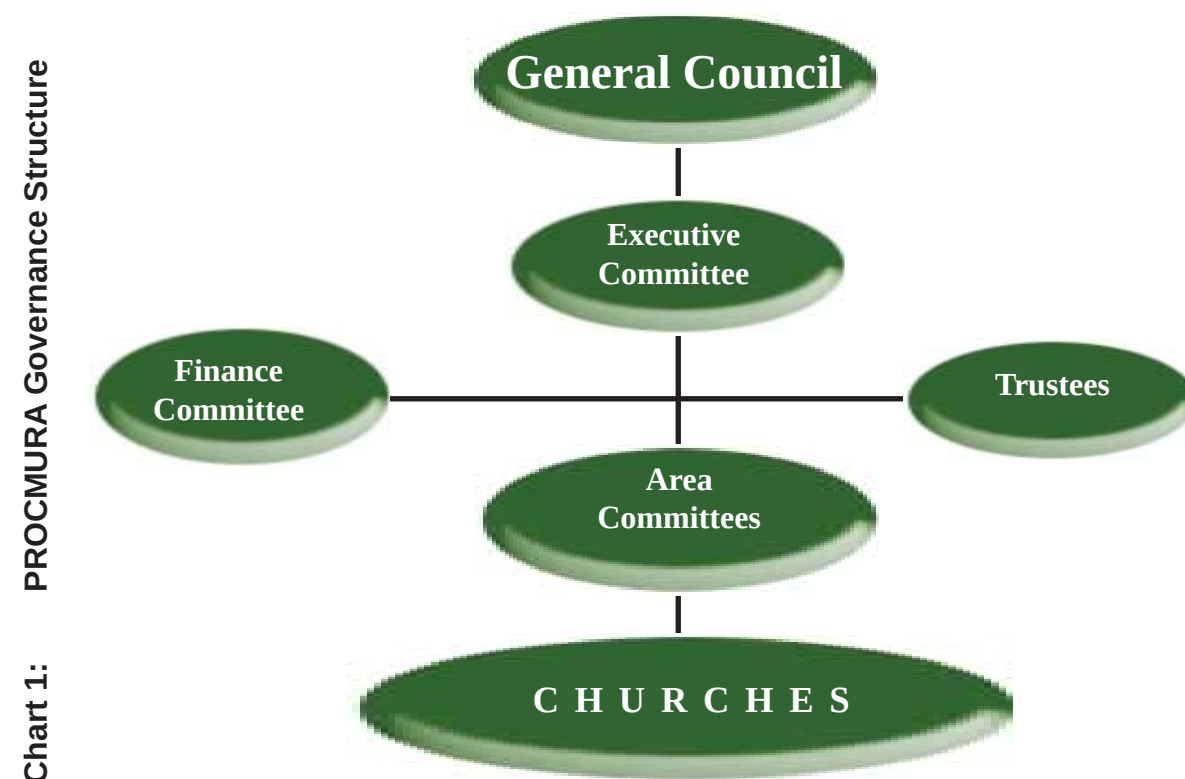
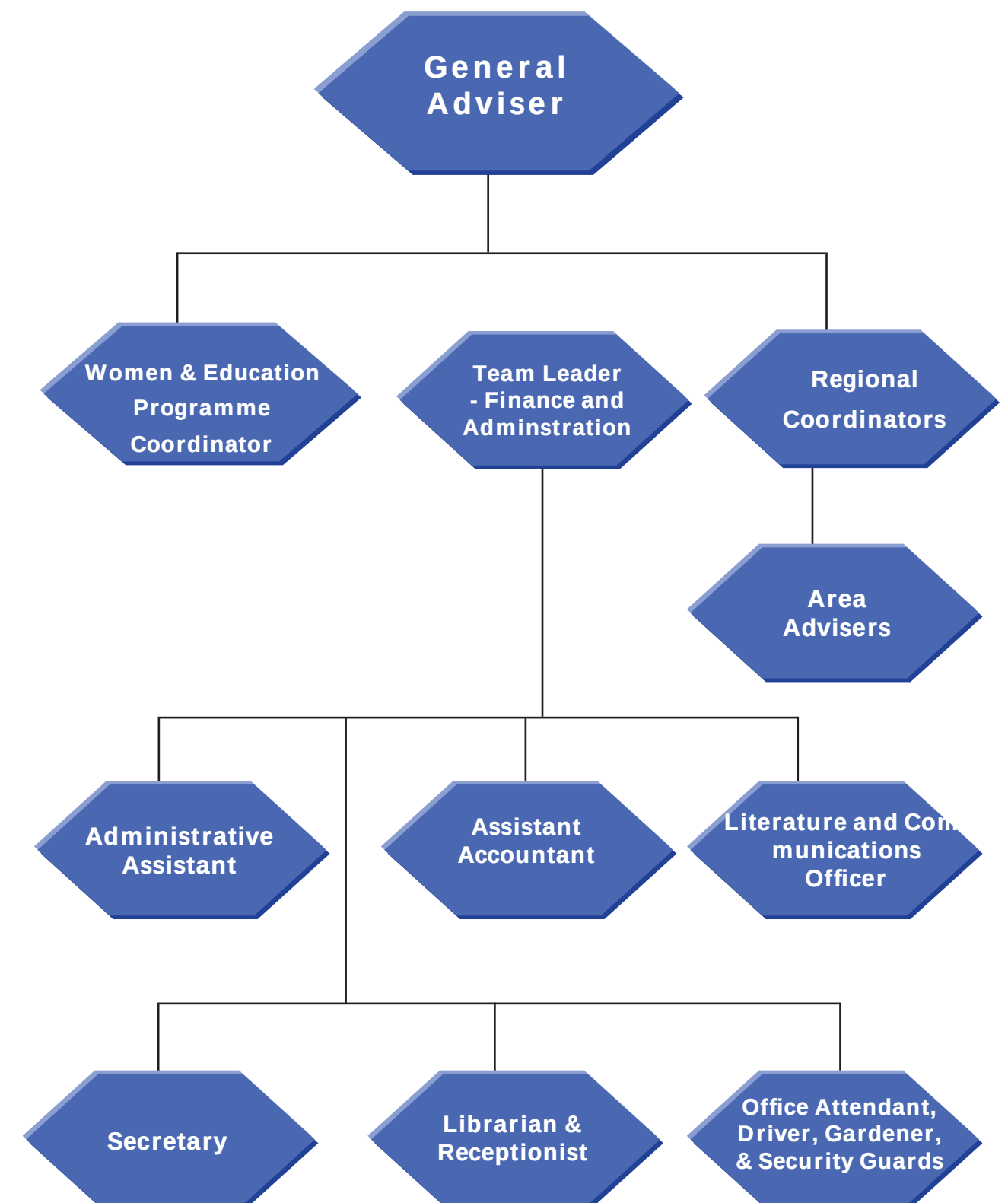


Chart 2: PROCMURA Management Structure



Source: PROCMURA Policy Document (2004)

7.3 Alliances and Networks

In the section on stakeholder analysis, it is evident that PROCMURA is aware of its strategic niche as well as new actors in the area of Christian-Muslim relations in Africa. Therefore, PROCMURA in its analysis of strengths and niche recognizes its strategic position but also the need to network and collaborate with emerging organisations in the continent.

One key ally that PROCMURA plans to develop strategic partnership with is the All Africa Conference of Churches (AACC), which is in the process of reconfiguring the ecumenical movement in Africa. Given common membership in the two organisations, a shared concern on issues of inter-faith relations in general, and Christian-Muslim relations in particular, PROCMURA anticipates undertaking joint planning and activities so that impact is leveraged. Co-operation with the AACC will mainly focus on capacity building of church leaders and creating requisite capacity in respective regions with a view to enhance meaningful witness and peaceful relations. In this case, PROCMURA is a resource partner to AACC. More concretely, the AACC website will host information about PROCMURA and the bi-weekly newsletter (the PULSE) will develop a column devoted to sharing the activities of PROCMURA with member churches. It is also planned that quarterly meetings of AACC and PROCMURA senior staff would be held.

Alliances with World Council of Churches and other similar global religious organisations such as multi-lateral and bilateral institutions are very important to PROCMURA given the global nature and interest in the issues of inter-faith.

7.4 Facilitating and Enabling

The Central Office of PROCMURA is primarily a facilitator and enabler and not an implementer per se. Implementation and capacity enhancement is at the Area Committee level. Therefore, during this strategic plan period, the Central Office will more than before play its role in building capacities, providing information based on research and communicating the same to churches and partners. Functions of staff at the Central Office shall be defined accordingly in order to accompany their constituencies in facilitating skills and knowledge development; creating spaces and opportunities for dialogue and common action by religious leaders and communities.

8.0 MONITORING AND EVALUATION

Monitoring is a systematic and continuous collecting and analysis of information about progress of a plan/project over a period. Monitoring as a function plays a critical role in ascertaining that intended results and impact are realized. Evaluation on the other hand, is the assessment at one point in time of a programme or project and the extent to which planned objectives have been realized. A key role of evaluation and monitoring also is learning as well as ensuring accountability.

PROCMURA has in this strategic plan focused on re-focusing its work with a view to developing benchmarks for performance both at organisational and programme levels. Thus Result Based Management will be incorporated in the design and implementation of all programmes of PROCMURA. PROCMURA will also develop appropriate programme plans such as an annual operational plan including tools and mechanisms for effective and efficient management of performance

A number of tools and mechanisms identified during the planning process include:

- ❖ Annual and six months reviews of performance of staff against the set targets in operational plans. The staff performance will be at three levels individual, teams, and organisational.
- ❖ Periodic financial and narrative reports to the management, Executive Committee, and the General Council.
- ❖ Submission of financial and narrative reports to development partners as mutually agreed upon and or as stipulated in the project agreements.
- ❖ Development of Annual Operational, Six months and Quarterly plans
- ❖ Development and use of reporting formats and times frames
- ❖ Annual external audits, which will include both corporate and specific projects as deemed necessary.
- ❖ Regular evaluations and assessments of the programmes, projects and activities of PROCMURA.

It is important to observe that PROCMURA will apply both qualitative and process approaches to monitoring and evaluation in order to capture process related work and the quantitative aspects.

SUMMARY OF FINANCIAL BUDGET 2008-2012

DEPARTMENT	2008	2009	2010	2011	2012	TOTAL
	USD	USD	USD	USD	USD	USD
AWARENESS CREATION/CAPACITY BUILDING	218701	181661	226939	417873	204632	779806
WOMEN'S PROGRAMME	160850	160864	169964	158694	174464	824836
YOUTH PROGRAMME	115242	190865	227011	140651	199651	873420
LITERATURE AND COMMUNICATION	52672	53061	54311	39492	62562	262099
RESEARCH AND PERSONNEL DEVELOPMENT	89107	91246	100244	62971	65321	408889
LIBRARY AND ARCHIVES DEVELOPMENT	21425	22119	25590	34623	27267	111596
FINANCE AND ADMINISTRATION	153918	136441	207212	160946	163842	822359
VISIONARY LEADERSHIP	52863	52728	57988	111203	57449	332231
GRAND TOTAL	864778	888985	1069259	1126454	955189	4904665

AWARENESS CREATION/CAPACITY BUILDING

ANNUAL PROJECTED ACTIVITY BUDGET

OUTPUT	Activity	2008	2009	2010	2011	2012	TOTAL
		USD	USD	USD	USD	USD	USD
I). Informed leadership of the churches on the value and challenges of Christian-Muslim relations in Africa	1 Conduct Regional seminars and workshops for 96 Church leaders in Franco-phone and Anglophone West Africa, and East Africa	23500	0	20100	0	17600	61200
	2 Conduct awareness creation seminars and workshops in 6 countries of Southern and East Africa	6200	6400	6800	7000	0	26400
	3 Carry out Awareness Creation national workshops for church leaders in 6 countries of the Sahel Region of Franco-phone West Africa and Central Africa	5900	0	7200	7200	6400	26700
	4 Carry out re-appraisal national workshops and consultations for church leaders in existing PROCMURA Area Committees	35600	35800	36000	0	36400	143800
	Subtotal	71200	42200	70100	14200	60400	258100
II). Priests and Pastors and field workers of the Churches in 9 countries informed and prepared to join PROCMURA in its journey of faithful Christian witness	1 Initiate and expand PROCMURA activities into 9 countries in Southern Africa	6840	7040	7240	7440	5140	33700
	2 Initiate and expand PROCMURA's activities into Countries of the Indian Ocean of Madagascar and the Island on Zanzibar in Tanzania	7140	0	7540	0	7940	22620
	TOTAL	13980	7040	14780	7440	13080	56320
III). Platforms for promoted confidence building between Christian and Muslim leaders and suspicion diffused.	1 Conduct country workshops in 8 countries on the art of Christians and Muslims collaborating to work for peace in society and peaceful co-existence between Christians and Muslims.	7100	7300	7500	7700	0	29600
	2 Conduct a Continental Conference of Christian and Muslim leaders on Issues of Peace and Peaceful Co-existence.	0	0	0	258680	0	258680
	3 Area Committees in the different countries to conduct joint consultations, seminars and workshops for the leadership of Churches and Mosques on contextual issues of concern such as peace and peaceful coexistence, common and collaborative action against the HIV/AIDS pandemic etc	60000	60000	60000	60000	60000	300000
	Subtotal	67100	67300	67500	326380	60000	588280

IV). Practical joint activities on issues related to PROCMURA Programmes	1	collaborate with AACC to ensure that their core programmes have slots on inter-faith issues	5000	5000	5000	5000	5000	25000
	2	Initiate collaborative programmes with ecumenical bodies and individual churches	5000	5000	5000	5000	5000	25000
		Subtotal	10000	10000	10000	10000	10000	50000
IV). Functional Monitoring and Evaluation	1	Give regular reports of the workshops, seminars to both internal and external partners or PROCMURA	300	300	300	300	300	1500
	2	Assess the reports and situations on the ground	0	0	0	0	0	0
		Subtotal	300	300	300	300	300	1500
V). Recurrent Expenditure	1	Programme staff salaries	20605	21635	22717	23853	25046	113856
	2	Area Advisers' Remuneration & Personnel costs	24000	24000	24000	24000	24000	120000
	3	Administration cost 8%	11516	9186	17542	11701	11807	61750
		Subtotal	56121	54821	64259	59553	60852	295606
		GRAND TOTAL	218701	181661	226939	417873	204632	1249806
VI). Churches Contribution	1	Area Advisers' Remuneration & Personnel costs	24000	24000	24000	24000	24000	120000
	2	Output I, Activity 4 Travel costs	20000	20000	20000	0	20000	80000
	3	Output III, Activity 3, Travel & Accommodation costs	54000	54000	54000	54000	54000	270000
		TOTAL	98000	98000	98000	78000	98000	470000
TOTAL FUNDS REQUESTED			120701	83661	128939	339873	106632	779806

NOTES:

Area Advisers remuneration and personnel costs are paid by the churches in the different countries and are costed proportionately on Awareness Creation/Capacity Building, Women and Education and Youth Programmes.

Churches contribute to Travel and Accommodation expenses on National Workshops.

WOMENS' PROGRAMME ANNUAL PROJECTED ACTIVITY BUDGET

OUTPUT	Activity		2008	2009	2010	2011	2012	TOTAL
			USD	USD	USD	USD	USD	USD
I). Christian women informed about core issues on women in Christian-Muslim relations	1	Train knowledgeable women in each of the 18 countries on issues such as peace and peaceful coexistence, Christian-Muslim marriages among others	22,000	22,000	22,000	16,500	16,500	99,000
	2	Organise one workshop in each of the 20 Area committees on issues related to women in Christian-Muslim relations and gradually move to the grassroots	21,000	21,000	21,000	21,000	21,000	105,000
		Subtotal	43,000	43,000	43,000	37,500	37,500	204,000
II). Women's programme is expanded in 5 new countries								
	1	Develop the criteria of identifying the countries	0	0	0	0	0	0
	2	Identify the countries	0	0	0	0	0	0
	3	Organise national workshop for each	16,800	17,000	17,200	17,400	17,600	86000
	4	Establish the Women's Programme in those countries	0	0	0	0	0	0
		Subtotal	16800	17000	17200	17400	17600	86000
III). Women training guide on issues of Islam and Christian-Muslim relations is developed.								
	1	Gather relevant data/information	0	0	0	0	0	0
	2	Compile and produce a women training guide	300	0	400	0	400	1100
	3	Distribute and sell	0	0	0	0	0	0
		Subtotal	300	0	400	0	400	1100
IV). Christian and Muslim women educated on the prevention and management of HIV/AIDS and ills of FGM	1	Organise four regional consultations for 80 Christian and Muslim women on HIV/AIDS, FGM, and any other social issues	15,600	16,000	16,700	13,900	0	62200
	2	Organise national workshops for Christian and Muslim women on HIV/AIDS, FGM, and any other social issues in each of they 18 countries; and conduct workshops for followup	22,500	22,500	22,500	22,500	22,500	112500
		Subtotal	38,100	38,500	39,200	36,400	22,500	174700
V). Christian women are gathered at the continental level to evaluate the women's	1	Develop criteria of selection for the women	0	0	0	0	0	0
	2	Hold 1 continental workshop for Christian women to evaluate the women's programme activities	0	0	0	0	27,300	27300
		Subtotal	0	0	0	0	27300	27300
VI). Monitoring and evaluation of the Programme of the women and education		Collecting regularly information about the on going activities in the various countries	300	300	300	300	300	1500
		Writing regular report on the women's programme activities	200	200	200	200	200	1000
		Dessiminate regular reports to PROCMURA and its partners	300	300	300	300	300	1500
		Subtotal	800	800	800	800	800	4000

VII). Recurrent Expenditure	1	Programme staff salaries	24240	25452	26725	28061	29464	133941
	2	Staff related cost	4974	5222	5483	5758	6045	47410
	3	Area Advisers' Remuneration & Personnel costs	24000	24000	24000	24000	24000	120000
	4	Administration 6%	8637	6889	13156	8775	8855	46313
		Subtotal	61850	61564	69364	66594	68364	347664
		GRAND TOTAL	160850	160864	169964	158694	174464	824836
VIII). Churches Contribution	1	Area Advisers' Remuneration & Personnel costs	24000	24000	24000	24000	24000	120000
	2	Output I, Activity 2, Travel costs	11000	11000	11000	11000	11000	55000
	3	Output II, Activity 3, Travel costs	10000	10000	10000	10000	10000	50000
	4	Output IV, Activity 2, Travel & Accommodation costs	10000	10000	10000	10000	10000	50000
		TOTAL	55000	55000	55000	55000	55000	275000
		TOTAL FUNDS REQUESTED	105850	105864	114964	103694	119464	549836

NOTES:

Area Advisers remuneration and personnel costs are paid by the churches in the different countries and are costed proportionately on Awareness Creation/Capacity Building, Women and Education and Youth Programmes.

Churches contribute to Travel and Accommodation expenses on National Workshops.

YOUTH PROGRAMME ANNUAL PROJECTED ACTIVITY BUDGET

OUTPUT	Activity	2008 USD	2009 USD	2010 USD	2011 USD	2012 USD	TOTAL USD
							0
I). Three functional regional Youth Networks on Christian-Muslim relations	1 To oversee the carrying out of 20 national youth workshops per year for PROCMURA Area Committee for 20 youth each	0	70000	70000	70000	40000	250000
	2 Convene 3 regional leadership development/training programme having a total of 60 participants	17300	0	19030	0	15400	51730
	3 Identify (issues), develop, produce and distribute, within PROCMURA constituency, youth guides on leadership	0	0	0	0	0	0
	4 Facilitate exchange of ideas using internet among other modes among and between youth leaders in 3 Area Committees	500	500	500	500	500	2500
	Subtotal	17800	70500	89530	70500	55900	304230
II). Increased and sustained youth participation in Christian-Muslim engagement in peace and peaceful coexistence	1 Conduct 3 regional workshops for a total of 150 youth in peace building and conflict transformation in the context of Christian-Muslim relations	34400	38300	40215	0	0	112915
	2 Carry out 3 thematic joint Christian and Muslim study sessions for 90 youth on issues of constructive engagement for peace and peaceful coexistence	0	24500	22100	26950	0	73550
	3 Convene one youth continental session in Christian-Muslim relations in Africa for 120 youth	0	0	0	0	22450	22450
	Subtotal	34400	62800	62315	26950	22450	208915
							0
III). Improved behavioural change and human sexual behaviour among the youth	1 Train/expose 180 Christian and Muslim youth leaders to Biblical and Qur'anic, medical and socio-economic approaches to control and prevention of HIV/AIDS in 6 West Africa Anglophone and Francophone countries	16400	17220	18081	0	0	51701
	2 Conduct 4 exchange peer sessions in areas where there is good stories in the fight against the HIV/AIDS for a total of 60 youth	5000	0	10000	0	10000	25000
	3 Conduct Christian-Muslim solidarity visits to communities infected and affected by HIV/AIDS	0	0	0	0	0	0
	4 Carry out one continental awareness raising session for 80 Christian-Muslim youth leaders on control and prevention of HIV/AIDS	0	0	0	0	67500	67500
	5 Facilitate collection and synthesis of relevant materials on HIV/AIDS and distribute to the Churches and PROCMURA grassroots programmes	0	0	0	0	0	0
	Subtotal	21400	17220	28081	0	77500	144201

IV). Recurrent Expenditure	1	Programme staff salaries	4032	4234	4445	4668	4901	22279
	2	Staff related cost	4974	5222	5483	5758	6045	27483
	3	Regional coordinators/Area	24000	24000	24000	24000	24000	120000
	4	Advisers Personnel costs						
		Administration cost 6%	8637	6889	13156	8775	8855	46313
		Subtotal	41642	40345	47085	43201	43801	216074
		GRAND TOTAL	115242	190865	227011	140651	199651	873420
V). Churches/Central officeContribution	1	Regional coordinators/Area	24000	24000	24000	24000	24000	120000
	2	Advisers Personnel costs						
		Output 1, Activity 1, Travel & Accommodation costs	0	60000	60000	60000	30000	210000
		Subtotal	24000	84000	84000	84000	54000	330000
		GRAND TOTAL	91242	106865	143011	56651	145651	543420

NOTES:

Area Advisers remuneration and personnel costs are paid by the churches in the different countries and are costed proportionately on Awareness Creation/Capacity Building, Women and Education and Youth Programmes.

Churches contribute to Travel and Accommodation expenses on National Workshops.

THE LITERATURE AND COMMUNICATIONANNUAL PROJECTED ACTIVITY BUDGET

OUTPUT	ACTIVITY	2008 USD	2009 USD	2010 USD	2011 USD	2012 USD	TOTAL USD
Churches and Christian Councils in Africa trained & aware of responsible communication	1 Document and regularly update catalogue of all institutions, individuals and organisations engaged in matter of interfaith relations and communications	0	0	0	0	0	0
	2 Conduct critical analysis of Churches and National Councils strategic positions on communication and interfaith relations	0	0	0	0	0	0
	3 Conduct one workshop per region for 60 communicators from respective Churches and National Councils on responsible communications in an interfaith setting	16600	16800	13800	0	0	47200
	4 Hold one continental exchange forum for 24 heads of Communicators in the Churches and Councils to review the learning, experiences and map the way forward on communications and Christian-Muslim relations in Africa	0	0	0	0	21800	21800
	Sub total	16600	16800	13800	0	21800	69000
produced and distributed PROCMURA/ PRICA Quarterly Newsletter and materials regarding Christian-Muslim relations	1 Collect, collate and synthesise information, news, updates and other issues that take place within the premise of continental phase of Christian-Muslim relations	1000	1000	1000	1000	1000	5000
	2 Engage PROCMURA grassroots leadership, partners and friends in communication and information sharing	0	0	0	0	0	0
	3 Produce and distribute, on a quarterly basis, 20,000 copies of PROCMURA Newsletter	3000	3150	3308	3473	3647	16578
	4 Pull together, produce and dispense five PROCMURA grassroots reports	500	500	500	500	500	2500
	5 Produce 5,000 copies of PROCMURA brochures	1000	1050	1103	1158	1216	5527
	Sub total	5500	5700	5911	6131	6363	29605
Produced ICE materials and distributed to the PROCMURA's constituencies	1 Develop questionnaire to collect information, needs, wants and issues from the PROCMURA grassroots constituencies	0	0	0	0	0	0
	2 Synthesis of the collected information from the grassroots leadership	0	0	0	0	0	0
	3 Document and distribute the materials to PROCMURA's constituencies	2000	2000	2000	2000	2000	10000
	4 Gather and document feedback from the use of the materials	0	0	0	0	0	0
	Sub total	2000	2000	2000	2000	2000	10000
Functional and Uptodate Procmura Website in place	1 Source for materials and instruments for the web administration	6000	6000	6000	6000	6000	30000
	2 Regular maintenance and update of the PROCMURA website	1000	1000	1000	1000	1000	5000
	3 Aid in the design and upkeep of PROCMURA website and internet links	0	0	0	0	0	0
	4 Orientation and staff capacity development on IT and website administration and maintenance	0	0	0	0	0	0
	5 Develop and profile PROCMURA in AACC's website	0	0	0	0	0	0
	6 Give information and short news about PROCMURA to be Published in the AACC's monthly Newsletter (Pulse)	0	0	0	0	0	0
	Sub total	7000	7000	7000	7000	7000	35000

Occasional paper and thematic booklets produced and distributed	1	Collect and collate information for the publication of 10,000 copies of PROC-MURA occasional papers	2000	2100	2205	2315	2431	11051
	2	Conduct the collection and analysis of materials and information for the publication of 5,000 copies of thematic booklets	1500	1575	1654	1736	1823	8288
		Sub-total	3500	3675	3859	4052	4254	19340
Functional monitoring and evaluation	1	Give regular reports and updates to both internal and external partners of PROC-MURA	200	210	221	232	243	1105
	2	Asses the reports and the situations on the ground	0	0	0	0	0	0
		sub-total	200	210	221	232	243	1105
Recurrent Expenditure	1	Programme staff salaries	8580	9009	9459	9932	10429	47410
	2	Staff related costs	4974	5222	5483	5758	6045	27483
	3	Administration cost 3%	4318	3445	6578	4388	4437	23156
		Subtotal	17872	17676	21521	20078	20902	98049
		GRAND TOTAL	52672	53061	54311	39492	62562	262099

RESEARCH AND PERSONNEL DEVELOPMENT ANNUAL PROJECTED ACTIVITY BUDGET

OUTPUT	Activity		2008	2009	2010	2011	2012	TOTAL
			USD	USD	USD	USD	USD	USD
Trained and qualified men and women in Islam and Christian-Muslim relations and well seasoned and committed Central Office staff	1	To train 8 Area Advisers to serve within the PROC-MURA Area Committees.	32468	34091	35796	0	39465	141820
	2	To train 8 women theologians to serve as resource persons for the Women's Programme in Africa.	32468	34091	35796	37586	0	139941
	3	Upgrade the training of Central Office staff	2000	2100	2205	2315	2431	11051
		Subtotal	66936	70283	73797	39901	41896	292813
Equitable Gender policy	1	Implement Gender policy	0	0	0	0	0	0
		Subtotal	0	0	0	0	0	0
Equip PROC-MURA central office as a resource centre on Islam and Christian-Muslim relations	1	Appointment of a researcher on Christian-Muslim relations in Africa	6000	6000	6000	6000	6000	30000
	2	Gathering, documenting and dessiminating of materials on Chrstian-Muslim relations	4000	4000	4000	4000	4000	20000
		Subtotal	10000	10000	10000	10000	10000	50000
functional Monitoring and Evaluation	1	Develop criteria for identifying the students	0	0	0	0	0	0
	2	Set educational level requirement	0	0	0	0	0	0
		Subtotal	0	0	0	0	0	0
Recurrent Expenditure	1	Programme staff salaries	4974	5222	5483	5758	6045	27483
	2	Administration cost 5%	7197	5741	10964	7313	7379	38594
		Subtotal	12171	10963	16447	13070	13425	66076
		GRAND TOTAL	89107	91246	100244	62971	65321	408889

LIBRARY AND ARCHIVES DEVELOPMENT ANNUAL PROJECTED ACTIVITY BUDGET

OUTPUT	Activity		2008 USD	2009 USD	2010 USD	2011 USD	2012 USD	TOTAL USD
Modest but quality referral library on Islam and Christian-Muslim relations in Africa and document a PROCMURA archive	1	To have 1,000 relevant books on Islam and Christian-Muslim relations, peace and peaceful coexistence.	8000	8800	9680	10648	11713	48841
	2	To develop the PROCMURA archives so as to get it into microfiche by 2011.	1000	1000	1000	10000	1000	14000
		Subtotal	9000	9800	10680	20648	12713	62841
Gathering and documentation of relevant materials on Christian-Muslim relations in Africa	1	Gathering and documenting materials on Christian-Muslim relations	0	0	0			0
		Subtotal	0	0	0	0	0	0
Functional Monitoring and Evaluation	1	Serialise all the library books and record in inventory	0	0	0	0	0	0
	2	Reconcile the books inventory annually	0	0	0	0	0	0
		Subtotal	0	0	0	0	0	0
Recurrent Expenditure	1	Programme staff salaries	4572	4801	5041	5293	5557	5835
	2	Staff related costs	4974	5222	5483	5758	6045	6322
	3	Administration 2%	2879	2296	4385	2925	2952	15438
		Subtotal	12425	12319	14910	13975	14554	48755
		GRAND TOTAL	21425	22119	25590	34623	27267	111596

VISIONARY LEADERSHIP ANNUAL PROJECTED ACTIVITY BUDGET

OUTPUT	Activity		USD	USD	USD	USD	USD	USD
Functional Governance structures	1	Organize and hold General Councils every 4 years	0		0	55000	0	55000
	2	Organize and hold Executive Committee meeting annually	24000	24000	24000	24000	24000	120000
	3	Organize and hold Finance Committee meeting annually	1500	1500	1500	1500	1500	7500
	4	Organize and hold Trustees meeting annually	1000	1000	1000	1000	1000	5000
		Subtotal	26500	26500	26500	81500	26500	187500
Functional Monitoring and Evaluation	1	Re-appraise the General Council members	0	0	0	0	0	0
	2	Re-appraise the Executive Committee members	0	0	0	0	0	0
	3	Re-appraise the Finance Committee members	0	0	0	0	0	0
	4	Review and update policy manuals	0	0	0	0	0	0
	5	Evaluate the policy manuals and recommend changes	0	0	0	0	0	0
		Subtotal	0	0	0	0	0	0
Recurrent Expenditure	1	Program staff salaries	20605	21635	22717	23853	25046	113856
	2	Administration cost 4%	5758	4593	8771	5850	5903	30875
		Subtotal	26363	26228	31488	29703	30949	144731
		GRAND TOTAL	52863	52728	57988	111203	57449	332231

FINANCE AND ADMINISTRATION ANNUAL PROJECTED ACTIVITY BUDGET

OUTPUT	Activity	2008 USD	2009 USD	2010 USD	2011 USD	2012 USD	TOTAL USD
I). Financial Management System	1 Review and update manual every four years	0	0	0	0	0	0
	2 Prepare annual Programme and administrative budgets.	0	0	0	0	0	0
	3 Review compliance to International accounting guidelines annually	0	0	0	0	0	0
	4 Compliance to statutory requirements	0	0	0	0	0	0
	5 Review internal control system 2 yrs	0	0	0	0	0	0
	Sub total	0	0	0	0	0	0
	1 Provide budget variance reports to management on monthly basis	0	0	0	0	0	0
	2 Provide budget variance reports to finance committee quarterly	0	0	0	0	0	0
II). Financial/Audit Report	3 Prepare management reports monthly/quarterly/annually	0	0	0	0	0	0
	4 Prepare partners reports	2000	2000	2000	2000	2000	10000
	5 Conduct annual audit	0	0	0	0	0	0
	6 Prepare cash flow analysis monthly	0	0	0	0	0	0
	7 Prepare Monthly payrolls	0	0	0	0	0	0
	8 Provide graphical reports quarterly	0	0	0	0	0	0
	9 Do horizontal/vertical analysis	0	0	0	0	0	0
	Sub total	2000	2000	2000	2000	2000	10000
	1 Develop PROCMURA staffing policy	0	0	0	0	0	0
III). Human Resource Policies	2 Review & update HR policies four years	0	0	0	0	0	0
	3 Update Staff records annually	0	0	0	0	0	0
	4 Staff devt needs & training programme	3000	3000	3000	3000	3000	15000
	5 Staff retreats, motivation & team building	2000	2000	2000	2000	2000	10000
	6 Annual briefings on policies and guidelines	0	0	0	0	0	0
	7 Employee health and safety needs annually	10000	10000	10000	10000	10000	50000
	8 Develop annual objectives for employee	0	0	0	0	0	0
	9 Develop staff appraisal tool	300	0	0	0	0	300
	10 Conduct staff appraisal annually	0	0	0	0	0	0
	11 Hold quaterly staff meetings	0	0	0	0	0	0
	12 Recruit a receptionist	0	0	0	0	0	0
	13 Summarize staff time utilization reports	0	0	0	0	0	0
	14 Provide leave utilization reports	0	0	0	0	0	0
	Sub total	15300	15000	15000	15000	15000	75300
IV). Investment Policies	1 Data base of potential sources of funds	0	0	0	0	0	0
	2 To institute an investment policy	5000	0	0	0	0	5000
	3 Relevant proposal guidelines	1000	0	0	0	0	1000
	4 Develop & submit proposals for funding	2000	2200	2420	2662	2928	12210
	5 Invest funds in interest bearing accounts	0	0	0	0	0	0
	6 Constitute an investment committee	0	0	0	0	0	0
	7 Establish sustainability/investment fund	0	0	100000	20000	20000	140000
	Sub total	8000	2200	102420	22662	22928	158210

V). Property/Equipment management system	1 Implement a Fixed Asset Register (FAR)	1500	0	0	0	0	1500
	2 Update FAR quarterly	0	0	0	0	0	0
	3 Do an annual valuation of Assets	500	500	500	500	500	2500
	4 Depreciate Assets annually	0	0	0	0	0	0
	5 Assess Asset Utilization Annually	0	0	0	0	0	0
	6 Do a physical count of Assets	0	0	0	0	0	0
	7 Serialise all Assets	1500	100	100	100	100	1900
	8 Compare FAR with the book value annually	0	0	0	0	0	0
	9 Do annual/quarterly maintenance equipment	1000	1000	1000	1000	1000	5000
	10 Annual upgrade of programme softwares	5000	2000	2000	2000	2000	13000
	11 Major maintenance every three years	4000	0	0	4000	0	8000
	12 Insure assets annually	0	0	0	0	0	0
	Sub total	13500	3600	3600	7600	3600	31900
VI). Motor Vehicle policy	1 Develop a motor vehicle policy	750	0	0	0	0	750
	2 Submit policy for ratification	0	0	0	0	0	0
	3 Induct staff in the use of the policy	0	0	0	0	0	0
	4 Review Motor vehicle Policy Annually	0	0	0	0	0	0
	5 Ensure Vehicles are properly Maintained	0	0	0	0	0	0
	6 Review the Vehicles Log sheets quarterly	0	0	0	0	0	0
	7 Dispose vehicles after 5 years	0	0	0	0	0	0
	8 Assess Vehicle utilization annually	0	0	0	0	0	0
	9 License and permit schedules in place every year.	0	0	0	0	0	0
	Sub total	750	0	0	0	0	750
VII). PROCURE-MENT GUIDELINES	1 Draft a procurement manual.	1200	0	0	0	0	1200
	2 To constitute a procurement committee	0	0	0	0	0	0
	3 Adhere to the procurement manual	0	0	0	0	0	0
	4 Use Local Purchase Order for all purchases	400	400	400	400	400	2000
	5 Annually review procurement policies	0	0	0	0	0	0
	6 Do a procurement Audits twice a year	0	0	0	0	0	0
	7 Review procurement committee resolutions	0	0	0	0	0	0
	8 Authorization limits veted	0	0	0	0	0	0
	9 Credit Purchases monitored quarterly	0	0	0	0	0	0
	Sub total	1600	400	400	400	400	3200
VIII). Mobilization of external fundng	1 Intensify fund raising activities through agent/officer/manager	24000	24000	24000	24000	24000	120000
	2 Strategic Partnership/network with other organization	20000	20000	20000	20000	20000	100000
	Sub total	44000	44000	44000	44000	44000	220000
IX). Mobilization if internal funding	1 Initiate Area committee/Advisers contributory measures.	0	0	0	0	0	0
	2 Central office embarks on fund-raising of the Programme	0	0	0	0	0	0
	3 Encourage churches to contribute financially and materially towards country programmes	0	0	0	0	0	0
	4 National councils and individual churches to take charge of Area Advisers salaries, allowances and accomodation	0	0	0	0	0	0
	5 Initiate and implement Income Generating Activities (IGA)	0	0	0	0	0	0
	Subtotal	0	0	0	0	0	0

X). Admin and Logistical Policies	1	Sound security measures	0	0	0	0	0	0
	2	Office operational procedures	0	0	0	0	0	0
	3	Develop documentation policy and induct staff on its use	500	0	0	0	0	500
	4	Bind annual finance com. minutes reports	300	0	0	400	0	700
	5	Bind partners minutes every 3 year	300	0	0	400	0	700
	6	Bind Audit report after every 3 years	300	0	0	400	0	700
	7	Bind EXCO minutes/reports every 3 years	300	0	0	400	0	700
	8	Bind Governing Council minutes/reports every 3 years	300	0	0	400	0	
	9	Bind programme reports every 3 years	300	0	0	400	0	700
		Sub total	2300	0	0	2400	0	4700
XI). Planning, Monitoring & Evaluation	1	Develop five year strategic plan	10000	0	0	0	0	10000
	2	Develop annual operational plans	0	0	0	0	0	0
	3	Develop departmental annual work plans	0	0	0	0	0	0
	4	Develop monitoring plan	1000	0	0	0	0	1000
	5	Induct staff on work plans	0	0	0	0	0	0
	6	Review of SP annually	0	0	0	0	0	0
	7	External midterm evaluation of SP after 2 years	0	0	2000	0		2000
	8	End term evaluation of SP	0	0	0	0	5000	5000
XII). Recurrent expenditure		Sub total	11000	0	2000	0	5000	18000
	1	Property maintenance	9,396	9,866	10,359	10,877	11,421	51,919
	2	Local Travel, vehicle insurance	3,000	3,150	3,308	3,473	3,647	16,577
	3	Insurance	2,300	2,415	2,536	2,663	2,796	12,709
	4	Bank Charges	2,200	2,310	2,426	2,547	2,674	12,156
	5	Income tax	3,000	3,000	3,000	3,000	3,000	15,000
	6	Audit and Accountancy	1,100	1,155	1,213	1,273	1,337	6,078
	7	General office Expenses	2,700	2,835	2,977	3,126	3,282	14,919
	8	Postage, telephone & Fax	4,200	4,410	4,631	4,862	5,105	23,208
	9	Printing photocopy & Stat	1,400	1,470	1,544	1,621	1,702	7,736
	10	Exgratia and Contingency	1,500	1,575	1,654	1,736	1,823	8,288
	11	Internet and Email	4,600	4,830	5,072	5,325	5,591	25,418
	12	Security	3,100	3,255	3,418	3,589	3,768	17,129
	13	Electricity	1,800	1,890	1,985	2,084	2,188	9,946
	14	Water	1,200	1,260	1,323	1,389	1,459	6,631
	15	Rates and Rent	1,000	1,050	1,103	1,158	1,216	5,526
	16	Repairs	3,000	3,150	3,308	3,473	3,647	16,577
		Total	45,496	47,621	49,852	52,194	54,654	249,817
XII). Contribution to Administration		Total	143946	114821	219272	146256	147582	771877
	1	Awareness creation 8%	11516	9186	17542	11701	11807	61750
	2	Women programme 6%	8637	6889	13156	8775	8855	46313
	3	Youth Programme 6%	8637	6889	13156	8775	8855	46313
	4	Literature and communication 3%	4318	3445	6578	4388	4427	23156
	5	Personnel dev. & Research 5%	7197	5741	10964	7313	7379	38594
	6	Library and Archives Development 2%	2879	2296	4385	2925	2952	15438
	6	Visionary Leadership 4%	5758	4593	8771	5850	5903	30875
XIII). Recurrent Expenditure		Total	48942	39039	74552	49727	50178	262438
		Net Total	95004	75782	144719	96529	97404	509439
	1	Programme staff salaries	29940	31437	33009	34659	36392	165437
	2	Staff related costs	4974	5222	5483	5758	6045	27483
XIV). Central office Contribution	3	Rent for executive staff	24000	24000	24000	24000	24000	120000
		Subtotal	58914	60659	62492	64417	66438	312920
XIV). Central office Contribution		GRAND TOTAL	153918	136441	207212	160946	163842	822359
	1	Rent for executive staff	24000	24000	24000	24000	24000	120000
XIV). Central office Contribution		TOTAL	24000	24000	24000	24000	24000	120000
		TOTAL FUNDS REQUESTED	129918	160441	231212	184946	187842	942359

NOTES:

Executive staff are housed on PROCMURA's property which constitute Rent under the heading Central Office Contribution

Programme Items	Budget Items	2008	2009	2010	2011	2012	TOTAL
		USD	USD	USD	USD	USD	USD
XII. Recurrent expenditure	1. Property maintenance	9,396	9,866	10,359	10,877	11,421	51,919
	2. Local Travel, vehicle insurance	3,000	3,150	3,308	3,473	3,647	16,577
	3. Insurance	2,300	2,415	2,536	2,663	2,796	12,709
	4. Bank Charges	2,200	2,310	2,426	2,547	2,674	12,156
	5. Income tax	3,000	3,000	3,000	3,000	3,000	15,000
	6. Audit and Accountancy	1,100	1,155	1,213	1,273	1,337	6,078
	7. General office Expenses	2,700	2,835	2,977	3,126	3,282	14,919
	8. Postage, telephone & Fax	4,200	4,410	4,631	4,862	5,105	23,208
	9. Printing photocopy & Stat	1,400	1,470	1,544	1,621	1,702	7,736
	10. Exgratia and Contingency	1,500	1,575	1,654	1,736	1,823	8,288
	11. Internet and Email	4,600	4,830	5,072	5,325	5,591	25,418
	12. Security	3,100	3,255	3,418	3,589	3,768	17,129
	13. Electricity	1,800	1,890	1,985	2,084	2,188	9,946
	14. Water	1,200	1,260	1,323	1,389	1,459	6,631
	15. Rates and Rent	1,000	1,050	1,103	1,158	1,216	5,526
	16. Repairs	3,000	3,150	3,308	3,473	3,647	16,577
	Total	45,496	47,621	49,852	52,194	54,654	249,817
	Total	143,946	114,821	219,272	146,256	147,582	771,877
XIII. Contribution to Administration	1. Awareness creation 8%	11,516	9,186	17,542	11,701	11,807	61,750
	2. Women programme 6%	8,637	6,889	13,156	8,775	8,855	46,313
	3. Youth Programme 6%	8,637	6,889	13,156	8,775	8,855	46,313
	4. Literature and communication 3%	4,318	3,445	6,578	4,388	4,427	23,156
	5. Personnel dev. & Research 5%	7,197	5,741	10,964	7,313	7,379	36,594
	6. Library and Archives Development 2%	2,879	2,296	4,385	2,925	2,952	15,438
	7. Visionary Leadership 4%	5,758	4,593	8,771	5,850	5,903	30,875
	Total	48,942	39,039	74,552	49,727	50,178	62,438
	Net Total	95,004	75,782	144,719	96,529	97,404	509,439

Programme Items	Budget Items	2008		2009		2010		2011		2012		TOTAL	
		USD		USD		USD		USD		USD		USD	
XIII. Recurrent Expenditure	1. Programme staff salaries	29,940		31,437		33,009		34,659		36,392		165,437	
	2. Staff related costs	4,974		5,222		5,483		5,758		6,045		27,483	
	3. Rent for executive staff	24,000		24,000		24,000		24,000		24,000		120,000	
	Sub-total	58,914		60,659		62,492		64,417		66,438		312,920	
		153,918		136,441		207,212		160,946		163,842		822,359	
XV Central office Contribution	1. Rent for executive staff	24,000		24,000		24,000		24,000		24,000		120,000	
	TOTAL	24,000		24,000		24,000		24,000		24,000		120,000	
		129,918		160,441		234,212		184,946		187,842		942,359	
TOTAL FUNDS REQUESTED													

APPENDICES

APPENDIX 1: LIST OF CONTRIBUTORS TO THE STRATEGIC PLAN

I. GOVERNING BODY

Executive Committee

A. Voting Members

1. The Most Rev. Josiah Idowu FEARON, Chairperson
2. Rev. Isaac BODJE, 1st Vice-Chairperson
3. Dr. Anne KUBAI, 2nd Vice-Chairperson
4. Mr. Gaspard AGBOHOUN, Youth Representative
5. Bishop Samuel GBONDA, Chairperson - Sierra Leone Area Committee
6. Rev. Canon Thomas GODDA, Representing Chairperson - Tanzania Area Committee
7. Mrs. Hannah MALLAH, Women's Representative - Anglophone West Africa Region
8. Mrs. Christine SAI, Women's Representative - Francophone West Africa Region
9. Rev. Flavien TAPSOBA, Chairperson - Burkina Faso Area Committee
10. Mrs. Jacqueline UWIMANA, Women's Representative, East and Southern Africa Region

B. Officers

1. Rev. Dr. Johnson MBILLAH, General Adviser
2. The late Mrs. Mary GITAU, Team Leader Finance and Administration
3. Rev. Mrs. Angèle DOGBE, Women's and Education Programme Coordinator
4. Rev. Dr. Fola LATEJU, Anglophone West Africa Regional Coordinator
5. Rev. Dr. Désiré ADRAKE, Francophone West Africa Regional Coordinator

Consultant: Dr. Agnes ABUOM, TAABCO Research and Development Consultants

Translator: Rev. Kodjo HOLONOU

II. CENTRAL OFFICE STAFF

1. Rev. Dr. Johnson MBILLAH, General Adviser
2. The late Mrs. Mary GITAU, Team Leader Finance and Administration

3. Rev. Mrs. Angèle DOGBE, Women and Education Programme Coordinator
4. Mr. Gordon MASARA, Assistant Accountant
5. Miss. Dinah MOMBO, Secretary
6. Mr. Bernard OKOK-Obuoga, Literature and Communications Officer
7. Mrs. Elizabeth ODHIAMBO, Administrative Assistant
8. Mr. Kirk Andrew HARRIS, PROCMURA's Intern (2006) from Presbyterian Church (USA)

III. PROCMURA FINANCIAL ADVISORY COMMITTEE

- 1 Rev. Isaac BODJE, Chairperson
- 2 Mr. Paul KIBERENG, Honorary Treasurer
- 3 Mr. Newton KAMUNGE, Member
- 4 Mr. Bright MAWUDOR, Member
- 5 Ms. Georgine KENGNE, Member
- 6 Rev. Dr. Johnson MBILLAH, General Adviser
- 7 The late Mrs. Mary GITAU, Team Leader Finance and Administration

IV. REGIONAL COORDINATORS, AREA ADVISERS, AND ASSOCIATE AREA ADVISERS

- 1 Rev. Dr. Désiré ADRAKE, Francophone West Africa Regional Coordinator and Area Adviser for Togo
- 2 Rev. Dr. Fola LATEJU, Anglophone West Africa Regional Coordinator and Area Adviser for Nigeria West
- 3 Rev. Anderson M'NTHAMBALA, Area Adviser for Malawi
- 4 Rev. Daniel KONAN, Area Adviser for Côte d'Ivoire
- 5 Rev. Dr. Nathan SAMWINI, Area Adviser for Ghana
- 6 Ven. Lawrence LAWAL, Associate Area Adviser for Nigeria West

V. AREA COMMITTEES

1. Burkina Faso Area Committee
2. Uganda Area Committee
3. Côte d'Ivoire Area Committee

4. Togo Area Committee
5. Malawi Area Committee
6. Nigeria West Area Committee
7. Nigeria North Area Committee
8. Ghana Area Committee
9. Senegal Area Committee

VI. ECUMENICAL ORGANISATIONS

- 1 Rt. Rev. Mvume DANDALA, General Secretary, All Africa Conference of Churches (AACC)
- 2 Rev. Fred NYABERA, Director, Fellowship of Christian Councils and Churches in the Great Lakes and Horn of Africa (FECCLAHA)
- 3 Mr. Dennis TONGOI, Regional Director, Africa, Church Mission Society (CMS)
- 4 Mr. Oliver KISAKA, Deputy General Secretary, National Council of Churches of Kenya (NCCCK)
- 5 Archbishop Njeru WAMBUGU, General Secretary, Organisation of African Instituted Churches (OAIC)
- 6 Ms. Georgine KENGNE, Regional Secretary, World Student Christian Federation Africa Region (WSCF)

VII. INTER-FAITH ORGANISATIONS

- 1 Sheikh Saliou MBACKE, Coordinator/Consultant, Inter-Faith Action for Peace in Africa (IFAPA)
- 2 Mr. Musa MWALE, Coordinator, Inter-Faith Youth Peace Initiative (IFYPI)
- 3 Sheikh Al-Hajj Yusuf MURIGU, Chair, Inter-Religious Council of Kenya (IRCK)
- 4 Mr. Abubakar Francis KIBWOGI, Special Envoy for World Conference on Religions for Peace (WCRP) General Secretary

VIII. PARTNER ORGANISATIONS

1. Jan van DOGGENAAR, The Protestant Church in the Netherlands
2. Dr. Krista BELLOWS, Danmission
3. Rev. Canon Edgar RUDDOCK, United Society for the Propagation of the Gospel

APPENDIX II: REFERENCES

1. PROCMURA (2003) Constitution and By-Laws
2. PROCMURA/SRICA (2004) Quarterly Newsletters Nos. 59 & 62
3. PROCMURA Brochure
4. PROCMURA (Undated) Brief History of PROCMURA by J. A . Mbillah
5. PROCMURA (2000 2005) General Adviser's Reports to the General Council, Executive Committee, European and North American Partners
6. PROCMURA (2000 2005) Financial Reports
7. PROCMURA (2003 2005) Women's Programme Reports
8. PROCMURA (2004) Report on Africa Women's Consultation
9. PROCMURA (2005) Youth Programme Reports on HIV/AIDS
10. PROCMURA (2002) Report of the First Area Advisers and African Christian Islamicists Consultation
11. PROCMURA (2004) Scheme of Service
12. PROCMURA (2004) Human Resource Management Systems and Policies Manual
13. PROCMURA (2004) Compensation and Salary Structure
14. PROCMURA (2006) Questionnaire for Area Advisers and Area Committees
15. PROCMURA (2006) Questionnaire for Partners Stakeholders
16. PROCMURA (2006) Questionnaire for Ecumenical Partners
17. Chart 1 PROCMURA Governance Structure
18. Chart 2 PROCMURA Management Structure