

THE DIOCESE OF KARONGA



STRATEGIC PLAN

2022 to 2026

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ABBREVIATIONS AND ACRONYMS

| | |
|---------|--|
| CADECOM | Catholic Development Commission in Malawi |
| CCJP | Catholic Commission for Justice and Peace |
| CLTS | Community Led total Sanitation |
| COVID | Corona Virus Disease 2019 |
| ECM | The Episcopal Conference of Malawi |
| FIA | Finance, Investment and Administration |
| HIV | Human Immune Virus |
| HR | Human Resource |
| ICT | Information, Communication and Technology |
| MCH | Maternal and Child Health |
| MEAL | Monitoring, Evaluation And learning |
| NGO | Non-Governmental Organisation |
| PRESTEL | Political, Religious, Environmental/Ecological, Socio cultural, Technological, Economical and Legislative |
| SCC | Small Christian Communities |
| SSP | Sunday School Project |
| SWOT | Strength, Weaknesses, Opportunities and Threats |
| TV | Television |
| TWG | Technical Working Group |
| WASH | Water, Sanitation and Sanitation |
| YCS | Young Christian Students |

Foreword (*include vote of thanks and acknowledgements*)

EXECUTIVE SUMMARY

The Diocese of Karonga was established by Pope Emeritus Benedict XVI on 21 July in 2010 and Rt. Rev. Martin Mtumbuka was appointed her first Bishop. The Diocese which covers two entire districts of Karonga and Chitipa and some northern parts of Rumphi District has several hard to reach areas which makes evangelization a challenge. This and other challenges called for strategic solutions and the Diocese, therefore, developed its first Strategic Plan covering the period 2016 to 2021. This Plan was described as a forward-looking plan that would lay the foundation for an even higher-performing and sustainable Catholic Church in Rumphi, Karonga and Chitipa for many years to come. The Strategic Plan focused on deepening faith and implementing programmes for the faith formation of children, youth and lay movements under the Pastoral Commission while under Caritas Commission the Diocese focused on key interventions in Education, Health, Justice and Peace and Sustainable Livelihood and aspired to strengthen the capacity of the Caritas Commission to holistically implement such programmes. Under the Finance, Investment and Administration, one of the priority issues was resource mobilization and management of the resources.

Following expiry of the Strategic Plan in 2020 and considering the ever changing socio-economic context, the Diocese embarked on a review process of the expired Plan with a view to develop a new one for the period 2022 – 2026. The 2022 - 2026 Strategic Plan aims to give the Diocese a renewed sense of direction at all levels and improve performance and service delivery to all those she serves.

To develop this new Plan, there was need to carry out a thorough consultative process. The process took four major steps: review of previous Karonga Strategic Plan and key documents, facilitation of a diocesan consultative meeting, facilitation of parish consultative meetings and conducting consultations with stakeholders both at local and national level.

During consultative meetings, participants conducted an assessment of the level of achievement of the previous strategic framework, internal and external environmental factors and determined the strategic issues, vision, mission, goals and strategic objectives.

The consultative process revealed that the Diocese is on the right track mostly due to the visionary leadership of her Bishop. Her three Commissions have taken the right path although there is need to still emphasize on deepening the faith, ensuring strong resource mobilization and adherence to strict financial prudence, and continuing to reach out to communities with sustainable development services to improve their livelihoods.

Based on the consultative process, participants agreed on the following vision of the Diocese: *“Family of God filled with the Holy Spirit and living in love while her mission is “To provide holistic evangelization through teaching of the Word of God and facilitating development work”.*

STRATEGIC AREAS, GOALS AND STRATEGIC OBJECTIVES

STRATEGIC AREA 1: THE PASTORAL COMMISSION

Goal 1: Increased number of Catholic Christians in the Diocese of Karonga who have deep faith by 2026.

Strategic Objective 1.1: To strengthen lay and family apostolates at diocese and parish levels by 2026.

Strategic Objective 1.2: To increase participation of children and the youth in faith promotion programmes by 2026.

Strategic Objective 1.3: To increase participation of men and the youth in Small Christian Communities by 2026.

Strategic Objective 1.4: To strengthen evangelization amongst communities in the Diocese of Karonga by 2026.

Strategic Objective 1.5: To increase the proximity between priests and Christ’s faithful entrusted to their pastoral care by 2026.

Strategic Objective 1.6: To increase the solemnity, dignity and order of liturgical celebrations in all prayer centres by 2026.

Strategic Objective 1.7: To establish a functioning and self-reliant Diocesan Laity Council at all levels of the Diocese by 2026.

Strategic Objective 1.8: To promote missionary spirit among local agents of evangelization which is actualised in missionary work in the Diocese and beyond by 2026.

Strategic Objective 1.9: To ensure that all agents of evangelization, socio-development officers, financial and administrative officers as well as all Christ’s faithful and all people served by the Diocese are fully aware of essential aspects of safeguarding policies which protect minors and vulnerable adults from any form of abuse by anyone associated with the Diocese by 2026.

Strategic Objective 1.9.1: To increase sacramental life among all Christ’s faithful in the Diocese by 2026.

Strategic Objective 1.9.2: To increase membership of popular devotions in the Diocese by 2026.

STRATEGIC AREA 2: THE CARITAS COMMISSION

Goal 2: Improved sustainable development of all people in the Diocese of Karonga by 2026.

Strategic Objective 2.1: To increase resilience amongst communities to mitigate and adapt to negative effects of climate change by 2026.

Strategic objective 2.2: To improve income diversification at household level within communities by 2026.

Strategic Objective 2.3: To increase access to and knowledge of Water, Hygiene and Sanitation services in communities by 2026.

Strategic Objective 2.4: To contribute towards the reduction of maternal and child morbidity and mortality by 2026.

Strategic Objective 2.5: To contribute towards an increase in access to quality and affordable health care services by 2026.

Strategic Objective 2.6: To contribute towards the reduction of incidences of non-communicable diseases among communities by 2026.

Strategic Objective 2.7: To increase quality education in our primary schools and community day secondary schools by 2026.

Strategic Objective 2.8: To improve access to inclusive education by 2026.

Strategic Objective 2.9: To promote peace building amongst communities by 2026.

Strategic Objective 2.10: To promote Gender Justice amongst communities by 2026.

Strategic Objective 2.11: To promote good practices in Extractive Governance by 2026.

Strategic Objective 2.12: To promote Social Accountability by duty bearers to the communities by 2026.

Strategic Objective 2.13: To review the structure and role of the Caritas Commission in view of the ever dwindling financial support from international partners by 2026.

Strategic Objective 2.14: To achieve greater value for money regarding all funds given to the Commission for its projects by 2026.

Strategic Objective 2.15: To create a sustainable income to support improvement of the quality of teaching and learning in our schools, especially primary schools by 2026.

STRATEGIC AREA 3: THE DIRECTORATE FOR FINANCE, INVESTMENT AND ADMINISTRATION

Goal 3: The Diocese of Karonga has an efficient, self-reliant and strong financial and administrative management and resource base by 2026.

Strategic Objective 3.1: To strengthen financial management systems in all diocesan structures and institutions by 2026.

Strategic objective 3.2. To provide legal security and ownership of all goods and assets of the Diocese by 2026.

Strategic Objective 3.3: To strengthen administrative systems and procedures of the Diocese by 2026.

Strategic Objective 3.4: To achieve a sustainable resource base for the Diocese by 2026.

Strategic Objective 3.5: To strengthen monitoring and evaluation systems at all levels of the Diocese by 2026.

Strategic objectives 3.6: To ensure effective communication among the diocesan structures by 2026.

Strategic Objective 3.7: To ensure all that commissions and departments operate in a coordinated manner at all levels by 2026.

Strategic Objective 3.8: To ensure quality, standards, compliance and professionalism in the performance of all departments of the Directorate by 2026.

Strategic Objective 3.9: To ensure that all routine operational costs regarding administration and essential pastoral services of the Diocese, including the upkeep of priests and payment of fees for seminarians, are fully met by the Diocese herself by 2026.

Strategic Objective 3.9.1: To establish a comprehensive and long-term care plan for diocesan priests by 2026.

This Strategic Plan and its operations will draw their inspiration from core values as indicated in this Plan, the Technical Working Group and Commissions/ Directorates in the Diocese of Karonga, diocesan organizational structures, implementation plan and monitoring and evaluation plan as well as the Strategic Plan of the Episcopal Conference of Malawi (ECM).

1. INTRODUCTION AND BACKGROUND

It pleased Pope Emeritus Benedict XVI to establish the Diocese of Karonga on 21st July 2010 and on the same date, appoint Rt. Rev. Martin Mtumbuka as her first Bishop. The Diocese which covers two entire districts of Karonga and Chitipa and some northern parts of Rumphi District has several hard to reach areas which makes evangelization a challenge. The area is predominantly Tumbuka speaking but the residents use other languages such as Lambya, Ndali, Nyakyusa and Ngonde and mostly it's a patrilineal society.

The Diocese of Karonga developed a Strategic Plan to guide implementation of her pastoral, social and financial activities from 2016 to 2020. The Strategic Plan focused on deepening the faith, providing adequate programmes for the faith formation of children, youths and lay movements, addressing socio-economic challenges affecting communities in the Diocese as well as mobilizing enough resources and ensuring proper management of the same. It also focused on ensuring that proper administrative systems, procedures and policies are in place and complied to.

Since the Strategic Plan expired in 2020 and considering the ever changing socio-economic context, it was necessary to review this Plan to respond to the prevailing environment. The Diocese of Karonga, therefore, embarked on a review process of the Strategic Plan which led to the development of this new Strategic Plan.

1.1 Karonga Diocese profile

The Catholic Diocese of Karonga is found in the Northern part of Malawi. Malawi is a landlocked country found in South Eastern Africa with a size of about 118,000km². It is bordered by Tanzania to North East, Zambia to the North West and Mozambique to the South East and South West.

The Diocese is fairly new, created on 21st July 2010 by Pope emeritus Benedict XVI. It was officially inaugurated on 20th November 2010, on the same day Rt. Rev. Martin Anwel Mtumbuka was consecrated as the Chief Shepherd of the Diocese. The Diocese of Karonga covers the two entire districts of Karonga and Chitipa and some northern parts of Rumphi District.

Previously, the area that is under the Diocese of Karonga was under the Diocese of Mzuzu; it was the Northern Deanery of the Diocese of Mzuzu. At the time the Diocese of Karonga was established, the area had an estimated 451,861 people covering an estimated area of 12,000 km². From the 451,861 people, the Diocese had about 60,000 Catholics representing 14%.

According to the 2008 population census, the population of Karonga and Chitipa was 272, 789 and 179,072 respectively. The two districts had population growth rate of 3.5 %.

With the population of parts of Rumphi and also if the population growth rate of 3.5% is factored in, it means that the Diocese of Karonga is currently serving an estimated population of about 590,000.

The Diocese of Karonga covers some of the areas in the country that are hard to reach. The Diocese is flanked by Lake Malawi on the eastern side and on the western side there are mountainous areas. The Diocese reaches out to areas like Livingstonia, Nyika plateau and Misuku hills. The area is

predominantly Tumbuka speaking but the residents use other languages such as Lambya, Ndali, Nyakyusa and Ngonde.

2. REVIEW OF STRATEGIC PLAN 2016 - 2020

2.1. Strategic Plan Review Process

The Bishop of Karonga appointed a Technical Working Group (TWG) comprising two staff to facilitate review of this process. The Technical Working Group worked closely with the consultant to provide feedback on the process.

A Diocesan Consultative meeting was held bringing together few, selected and strategically concerned stakeholders from the Diocesan Curia and Parishes. Representatives from these included the Bishop, Vicar General, Deans, Commission/ Directorate heads and staff, and Heads of Catholic Institutions.

During the workshop the current Strategic Plan was presented, discussed and participants proposed areas for amendments or additions.

The Consultant followed the following process:

- a) Assessment of the level of achievement and impact of vision, mission, key priorities (Pastoral, Caritas and Institutional strengthening) and strategic objectives.
- b) Assessment of relevance, effectiveness, efficiency, sustainability and gender responsiveness of vision, mission, key priorities and strategic objectives in light of changing environment.
- c) Identification of emerging issues based on internal and external factors using assessments of SWOT and PRESTEL (Political, Religious, Economical, Sociological, Technological, Environmental/Ecological and Legislative) approaches.
- d) Determination of vision, mission, goals, key priorities, strategic objectives, outcomes and strategies for the successor strategic plan.
- e) Agreeing on revised organogram.

To achieve the above objectives, the Consultant used participatory methodologies which included group work and plenary sessions at both diocesan and parish levels.

In order to establish a sense of ownership among stakeholders directly involved with the implementation of the Diocese of Karonga Strategic Plan, the consultants interviewed the following: The Programme Manager for Karonga Agricultural Development Division, Directors of Planning and Development for Chitipa and Karonga districts, the NGO Representative on governance, the representative of Area Development Committee for Karonga, Director for Tuntufye radio and Catholic Secretariat (Pastoral, Education and Safeguarding, Justice and Peace, CADECOM, Finance Investment and Administration). This enhanced the depth and usefulness of the review.

All in all, the review process followed a participatory process and this approach ensured that the findings are views of the clergy, religious men and women and the laity and are reflective of and responsive to the direct needs of the entire Diocese.

The two major deliverables of the process are review report and a revised Strategic Plan. The implementation, monitoring and evaluation plan and detailed budget will be developed by the Diocesan Technical Working Group with support from the consultant. Below is a detailed account of the outcomes of the consultations which were conducted.

2.2. Assessment of level of achievement

Participants unanimously felt that the level of achievement for vision and mission was moderate. The justification for this assessment was that, despite some major successes in Pastoral Commission like the positive impact of the Sunday School Programme, Tuntufye Radio, strong advocacy in rights issues, on-going formation for SCCs members aimed at raising awareness of the relevance and purpose of SCCs among others as stipulated in the annexes below, the Diocese did not do well in areas of addressing rising population growth, reducing food insecurity, building capacity of communities to be resilient to effects of climate change, establishing a Pastoral Training Centre to enhance the formation of agents of evangelization among others. Under Finance, Investment and Administration, Human Resource policies and systems have been developed and a manual is in place. In addition, the office of human resource management has been established. A Website for the Diocese has been set up although regular uploading of information is a challenge. The major successes under the Caritas Commission included promotion of delivery of essential health services in all health facilities; good coordination and management in all health facilities; development, dissemination and effective implementation of a cross-cutting Child Protection Policy for the Diocese; promotion of advocacy and lobbying on extractive justice; and strengthening of community voice and participation in the management of extractive industries.

The assessment of level of achievement of the Pastoral Commission showed that out of the 22 key priorities 12 (55%) were rated mostly achieved, 8 (36%) were rated moderate and only 2 (9%) were rated least achieved. The assessment for Caritas Commission showed that out of 48 priorities, 6 (12%) were highly achieved, 13 (27%) were moderately achieved and 29 (61%) were least achieved. Under the Finance, Investment and Administration Directorate, out of 24 priorities, 3 (12.5%) were mostly achieved, 18 (75%) were moderately achieved and only 3 (12.5 %) were least achieved.

A review of the strategic objectives of the expiring Strategic Plan showed that they were still very relevant to the vision and mission of the Church (Evangelization). Few areas were thought to either have lost relevance or to have been misplaced. The establishment of parish youth centres, was thought to be too ambitious as the Diocese was too young at the time the Strategic Plan was being formulated. While some maintained that adult education was still relevant and made suggestions for its improvement, others felt it had lost its relevance. Some were of the view that early childhood development was wrongly placed under education hence its being side-lined. They thought the

Development Desk might have handled this better. Vocational education is supposed to be allocated to the Youth Desk. In the area of Health, the Essential Package was very unrealistic and Population Reduction Approaches was in conflict with other health approaches. They thought it would fit better as a cross-cutting issue.

Members had differing views on whether Human Rights and Constitutionalism were still relevant as it covers the whole mission of CCJP. Specificity in the type of rights to be addressed was recommended. Others still felt that basic literacy on human rights was still relevant as many at the grassroots lack knowledge and this results in the violence and killings of the elderly accused of witchcraft. Some participants were of the view that the print media has to be confined to liturgical and catechetical materials and not issues like magazines. On quality of education emphasis should go to primary and community day secondary schools and also focus on both boy and girl child and not only girl child as is currently the case. On this point, they noted that many boys are withdrawing from school due to lack of fees as scholarships benefit mostly girls.

2.3. Assessment of internal factors

An internal and external analysis showed that Karonga Diocese has a strong human resource that has committed, well qualified and competent officers with technical knowhow; strong leadership that understands, monitors and provides direction to his officers on a regular basis; strong community based structures which make project implementation cheaper and easier and a strong outreach mechanism especially through Tuntufye Radio that reaches out to more people with good programmes mostly broadcast in the vernacular languages.

Further to this, the Sunday School Programme has strengthened the Pastoral Commission's work and also the Diocese has demonstrated practical approach to preferential option for the poor by promoting quality education through grant aided schools which are affordable to the poor.

Weaknesses of the Diocese include being over-ambitious in planning whereby some plans are not achieved; overreliance on the leadership for fundraising; low participation of men in the Church activities; poor remuneration of Catechists.

Potential opportunities which the Diocese could utilize include the trust that other stakeholders including the government have on the Church/Diocese which helps it in influencing policies and changing lives. The government has availed its resources such as land and water on schemes for use by the development arm of the Diocese. The presence of rich extension material at government offices could also be utilized on their development projects. Furthermore, the Diocese would wish to explore the possibility of establishing a private education institute considering the demand available in the Diocese. The institute would include centres for early childhood development, primary and secondary schools. This will bring the much needed income to support struggling schools mainly the grant aided primary schools and community day secondary schools. This would

be done although the Diocese mandate is to provide affordable quality education but there is also need for resources hence this recommendation.

Nevertheless, the Diocese could be threatened by factors which include mushrooming of various Pentecostal churches and sects, ‘prophets’, traditional/cultural beliefs (witchcraft) as well as Islamization. Natural disasters and pandemics like floods and Covid-19 could also threaten the Diocese’s strategies. While donors still have confidence in the Diocese, global trends of donor fatigue could affect the Diocese in the medium to long term. Details of the SWOT analysis are as per the table below:

| | Strengths | Weaknesses |
|--|---|---|
| | <ul style="list-style-type: none"> • Visionary Leadership • Tuntufye Radio reaches out to many people with good programmes and mostly in the vernacular languages. • Many committed agents of evangelization: consecrated and lay. • Clear operational/ reporting structures from the Diocese’s central office to the grassroots, • Competent diocesan staff with long experience in carrying out development work. • Existence of a working Marriage Tribunal. • Visible infrastructure development in the pastoral field. • Very good system of collecting statistics which are mostly up to date. • Elaborate structure through which to implement activities and programmes e.g. parishes, schools and hospitals. • Good reputation of the Diocese. • Donors still have confidence in the Diocese. • Presence of concrete policies and systems to show to stakeholders. | <ul style="list-style-type: none"> • The Diocese is at times over ambitious, over stretching its capacity. • Low participation of men in the Church activities. • Over-reliance on donors for funding. • Dependency mind set of parishioners. • Poor stewardship by some priests in parishes which gives wrong impressions to laity; • Inadequate means of transport for pastoral workers. • Poor mind set among Catholics who want to be prioritized on charity (relief items) over their equality needy non-Catholic neighbours. • Financial instability of parishes, including individual priests. • Scattered settlements by Christians pause challenges in reaching out to them. • There is lack of transparency in the use of Church funds. • Inadequate communication with partners and stakeholders. |
| | Opportunities | Threats |
| | <ul style="list-style-type: none"> • A lot of unevangelized areas where the Catholic Church can plant herself. • People appreciate the importance of hospitals/health care. • Availability of government staff and resources for utilization under partnerships. | <ul style="list-style-type: none"> • Frequent natural disasters. • Competition from other faiths and traditional/cultural beliefs. • Culture of handouts/ • Worldwide donor fatigue. • Parish land being encroached on. • Insecurity in parishes as they are perceived as rich. |

| | | |
|--|--|---|
| | | <ul style="list-style-type: none"> • Perceptions surrounding COVID 19 pandemic and shut downs bring uncertainty. |
|--|--|---|

2.4. Assessment of external factors (PRESTEL)

The participants also conducted an audit of external factors which affect the Diocese positively or negatively. The external factors which were analysed are political, religious, economic, social cultural, technological, ecological/environmental and legislative (PRESTEL).

It was evident that some of the external factors which have had positive impact on the Church include the freedom the Diocese has in carrying out its pastoral work due to the political stability in the country, COVID-19 policies which have helped the Diocese’s efforts to save and serve people from the pandemic, positive relationship with the government and donor confidence. On the other hand, the following factors have had negative impact on the Church: rigid culture that nurture superstitions and leads to violence, poor road infrastructure, overreliance on rain-fed agriculture, deep rooted corruption (lack of accountability and transparency), high population growth and other emerging issues (homosexuality, abortion, Islamization). Other factors include poor leadership among some traditional leaders causing settlement of disputes a challenge, negative effects of climate change, dwindling natural resource base and violent crimes in the communities.

3. KARONGA DIOCESE STRATEGIC DIRECTION 2022 - 2026

3.1 Vision

To be a Family of God filled with the Holy Spirit and living in love, peace and solidarity.

3.2 Mission

To provide holistic evangelization through teaching of the Word of God and facilitating development work.

3.3 Core Values

Dignity of every human person,
 Preferential option for the poor,
 Justice and Peace,
 Stewardship and integrity of creation,
 Self-reliance,
 Transparency and accountability, and
 Life modelled on Christ.

4. STRATEGIC GOALS, STRATEGIC OBJECTIVES AND STRATEGIES 2022 to 2026

4.1. Goal 1: Increased number of Catholic Christians in Karonga Diocese who have deepened their faith by 2026.

4.1.1. **Strategic Objective 1:** To strengthen lay and family apostolates at diocesan and parish levels by 2026.

Strategies:

- i. Promote on-going formation for leaders of lay movements.
- ii. Strengthen coordination of chaplaincy for lay movements.
- iii. Promote participation of men through the introduction of lay movements for men in all parishes.
- iv. Develop guidelines on handling marriage cases and build capacity of members of the Marriage Tribunal.
- v. Institute proper reporting mechanism from the Small Christian Communities to the Marriage Tribunal.
- vi. Raise awareness about the Marriage Tribunal among the faithful mostly through Tuntufye Radio.
- vii. Promote family visitations by priests.

4.1.2. **Strategic Objective 2:** To increase participation of children and the youth in faith promotion programmes by 2026

Strategies:

- i. Promote faith formation of children and youths.
- ii. Build capacity of trainers of children and youths.
- iii. Establish a Diocesan Youth Centre which shall also serve as the Diocesan Centre for Catholic Scouts.
- iv. Start recruiting Junior Sunday School children as members of Catholic Scouts.
- v. Integrate participation of the youth into the Church programs and leadership positions
- vi. Build on the Sunday School Programme to increase children and youth programmes and promote the teaching of catechism to children and youth.
- vii. Strengthen Young Christian Students (YCS) in schools.

4.1.3. **Strategic Objective 3:** To increase participation of men and the youth in Small Christian Communities by 2026

Strategies:

- i. Give regular instructions to men and the youth on the relevance and purpose of Small Christian Communities (SCCs)
- ii. Entrust the youth with leadership positions in SCCs.

4.1.4. **Strategic Objective 4:** To strengthen evangelization amongst communities in Karonga Diocese by 2026.

Strategies:

- i. Establish a Pastoral Training Centre to enhance the formation of agents of evangelization.
- ii. Invite more Religious Orders into the Diocese.
- iii. Install public address systems in all parish churches.
- iv. Improve Church infrastructure.
- v. Strengthen Tuntufye FM Radio to reach out to all areas in the Diocese.
- vi. Promote the use of print and electronic media in evangelization.
- vii. Develop a communications and visibility strategy for the Diocese.
- viii. Promote the church leadership representation in all meetings conducted by the Caritas Commission staff.
- ix. Establish Tuntufye TV.
- x. Train more formators and pastoral agents.

4.1.5. **Strategic Objective 5:** To increase the proximity between priests and Christ's faithful entrusted to their pastoral care.

Strategies:

- i. Priests and catechists to revive/ intensify family visitations.
- ii. Priests to revive/ intensify the practice of sleeping in outstations so as to have more time with the faithful unless for all practical reasons there is no need for doing so.
- iii. Priests and catechists to revive/intensify the practice of visiting the sick and the elderly in their homes.
- iv. Priests and catechists to revive/ intensify the practice of visiting Catholics who no long go to church.
- v. Priests and catechists to pay particular attention to families facing serious difficulties about their marriage and provide them with all the necessary pastoral assistance.
- vi. Ensure that expatriate priests are sufficiently orientated to the culture of Christ's faithful in the Diocese especially the Tumbuka language which is the official language of the Diocese for pastoral work. A clear policy should be developed on the same.
- vii. Continue establishing new parishes wherever necessary so that parishes are not too large. Within the next 5 years the following outstations should be raised at least to the status of sub-parish: Ndembwera in St. Apollonia Parish, Kangindwa in St. Steven's Parish, and Wenya in St. Ignatius Parish.

4.1.6. **Strategic Objective 6:** To increase the solemnity, dignity and order of liturgical celebrations in all prayer centres by 2026.

Strategies:

- i. Establish/ revive the Diocesan Liturgical Commission and ensure that it is functioning.
- ii. Produce a Handbook for all choirs in the Diocese regarding their mandate and role during liturgical celebrations and give them instructions on the same.
- iii. Priests to adhere to liturgical rubrics during liturgical celebrations and discipline themselves regarding the use of electronic gadgets.
- iv. Build the capacity of Liturgical Committees in all prayer centres.
- v. Produce a separate hymnbook which contains edited and approved songs sang in local languages other than Tumbuka.
- vi. Train another liturgist for the Diocese.
- vii. Ensure fundraising activities don't disrupt the solemnity of the liturgy.

4.1.7. **Strategic Objective 7:** To establish a functioning and self-reliant Diocesan Laity Council at all levels of the Diocese.

Strategies:

- i. The Diocesan Council of Priests (DCOP) to set an annual fee to be paid by all lay faithful in the Diocese for managing all affairs of the Diocesan Laity Council.
- ii. The Diocesan Laity Council to develop a clear list of tasks to be fulfilled within its term of office and endeavour to carry out such tasks without relying on donations from parishes or the Finance Department of the Diocese.
- iii. All diocesan officers (ordained or lay) wanting to deal with lay groups to do so in conjunction with the Diocesan Laity Council at its appropriate level.
- iv. The Diocesan Laity Council to fund itself in all aspects besides what has been mentioned in (i) above.

4.1.8 **Strategic Objective 8:** To promote missionary spirit among local agents of evangelization which is actualised in missionary work in the Diocese and beyond by 2026.

Strategies:

- i. Promote awareness of the importance of missionary work among the youth and children in particular, and all Christ's faithful in general, and the need to support them spiritually, materially and financially.
- ii. Continue supporting the St. Elijah Society whose main charism is *missio ad gentes*.
- iii. Resume deploying diocesan *Ad Gentes* Missionaries to unevangelized parts of the Diocese as we did in 2019 when the group was established.

- iv. Formerly institute the *Ad Gentes* Missionaries of St. John Paul II (AMJP) and deploy them to TUNDURU-Masasi Diocese, Tanzania, to open a mission at Mikangaula.
- v. Appoint one of the religious congregations present in the Diocese to animate AMJP members in missionary work.

4.1.8. **Strategic Objective 9:** To ensure that all agents of evangelization, socio-development officers, financial and administrative officers as well as all Christ's faithful and all people served by the Diocese are fully aware of essential aspects of safeguarding policies which protect minors and vulnerable adults from any form of abuse by anyone associated with the Diocese by 2026.

Strategies:

- i. Make the existing Safeguarding Office an independent and full-time office. It is recommended that incumbent be a fully qualified civil and/or canon lawyer.
- ii. Religious congregations whose members are working in the Diocese to deposit unfilled copies of their safeguarding policies with the Safeguarding Officer (SO) for noting by the Bishop.
- iii. In liaison with the Caritas Secretary the SO to popularise the Safeguarding Policy of the Diocese to all employees of the Diocese and those of her institutions.
- iv. In liaison with the Pastoral Secretary the SO to popularise the Safeguarding Policy of the Diocese for lay staff of the Diocese to all lay agents of evangelization and the one for diocesan priests to all diocesan priests in the Diocese.
- v. In liaison with the Pastoral Secretary, Parish Priests, Deans and the Judicial Vicar the SO to popularise safeguarding policies for priests and religious men and women to the entire Diocesan Laity Council up to Zone level.
- vi. Based on what Sunday School children have told us the SO, in liaison with the Pastoral Secretary and the Sunday School Coordinator, to vigorously campaign for the safety of children in our schools; especially primary schools and boarding secondary schools.
- vii. The SO in liaison with the Pastoral Secretary to ensure that all parishes have functioning Safeguarding Committees which are monitored on a regular basis.
- viii. All the Sections of the Diocese (Pastoral, Caritas and Administration) as well as the Judicial Vicar and the Vicar General to proactively fundraise for setting up the office of Safeguarding Officer and its daily operations and also closely monitor its operations. Consequences of the failure of the Safeguarding Office to function properly are very serious in all aspects.

4.1.8. **Strategic Objective 1.9.1:** To increase sacramental life among all Christ's faithful in the Diocese by 2026.

Strategies:

- i. To frequently give instructions on Sacraments of the Eucharist and Reconciliation in all prayer centres to all age groups of parishioners.
- ii. To conduct Penitential Services in all outstations at least once every 3 months for all age groups of parishioners.
- iii. All parish centres (Missions) to have a set time when parishioners who want to receive the Sacrament of Reconciliation can do so.
- iv. Priests to arrive in outstations and substations not less than 30 minutes before the beginning of the Mass and give chance to the faithful who want to receive the Sacrament of Reconciliation to do so.
- v. To encourage the faithful to seek consolation and encouragement in the Sacrament of Eucharist when faced with serious challenges instead of turning to themselves or fellow human beings such as the so called witchdoctors and a like.
- vi. To encourage and assist all the faithful in irregular marriages to regularize their marriages wherever possible so that they can resume sacramental life.
- vii. To provide close pastoral accompaniment to all the faithful whose marriages cannot be regularized and so it is impossible for them to start receiving sacraments.
- viii. To ensure that the Marriage Tribunal has all essential resources to fulfil its mandate.
- ix. To train additional canonists – both ordained and lay.

4.1.8. Strategic Objective 1.9.2: To increase membership of popular devotions in the Diocese by 2026.

Strategies:

- i. Provide regular instructions to the faithful about the spiritual value popular devotions and why each of them should be a member of at least one of them.
- ii. Ensure harmony and cooperation among the various devotional groups in the Diocese.
- iii. Ensure that no devotional group or lay movement or association runs over another association for whatever reason. There is place for everyone in the Church.
- iv. Build a Marian Shrine for all the faithful in the Diocese.
- v. Ensure that the diocesan policy of having Benediction at parish centres every weekend is adhered to.

Goal 2: Improved sustainable development of all people in Karonga Diocese.

4.1.9. Strategic Objective 1: To increase resilience amongst communities to mitigate and adapt to negative effects of climate change by 2026

Strategies:

- i. Build capacity of communities to be resilient to negative effects of disasters.

- ii. Enhance community participation in sustainable environmental management and economic empowerment programmes.
- iii. Promote environmentally friendly income generating activities e.g. eco-tourism.
- iv. Promote awareness of severe socio-economic implications of rapid population growth.
- v. Promote crop and dietary diversification amongst communities through campaigns on TV and radio outreach programmes.
- vi. Empower communities with lobbying and advocacy skills for improved service delivery i.e. quality roads to food producing areas to enhance access to markets; affordable farm inputs.
- vii. Promote use of organic fertilizers to reduce cost of crop production and conserve the soil.
- viii. Strengthen the capacity of community and church structures in disaster response and management.

4.2.2. Strategic objective 2: To improve income diversification at household level within communities by 2026.

Strategies:

- i. Promote sustainable farming practices among rural communities.
- ii. Strengthen marketing systems among rural farmers including value addition.
- iii. Build the capacity of farmers to access credit.
- iv. Promote production of high value crops e.g. horticulture crops and legumes.

4.2.3 Strategic Objective 3: To increase access to and knowledge of Water, Hygiene and Sanitation services in communities by 2026.

Strategies:

- i. Promote provision of potable water to communities using innovative technologies e.g. water schemes, solar technologies etc.
- ii. Promote sanitation and hygiene programmes at community level, in schools and health centres using innovative technologies e.g. Community Led Total Sanitation (CLTS).

4.2.4 Strategic Objective 4: To contribute towards the reduction of maternal and child morbidity and mortality by 2026.

Strategies:

- i. Develop and implement a Sexual and Reproductive Health Policy for the Diocese of Karonga.

- ii. Produce, document and disseminate Sexual and Reproductive Health Information, Education and Communication materials.
- iii. Promote the use of health facilities by communities instead of going to Traditional Birth Attendants.
- iv. Strengthen capacity of staff and health facilities to deliver essential health package in all health facilities including Maternal and Child Health services - MCH
- v. Promote responsible parenthood within the confines of the teaching of the Catholic Church, mostly promoting the natural birth control methods using Tuntufye Radio.

4.2.5 Strategic Objective 5: To contribute towards an increase in access to quality and affordable health care services in by 2026.

Strategies:

- i. Raise awareness on preventive ways of COVID-19 as well as demystify concerns about COVID-19 vaccination.
- ii. Strengthen community participation in health service delivery.
- iii. Institute high quality management in hospitals
- iv. Ensure availability of strategic plans for our health facilities.

4.2.6 Strategic Objective 6: To contribute towards reduction of incidences of Non-Communicable Diseases among communities by 2026.

Strategies:

- i. Intensify awareness campaigns on the four main behavioural risk factors for Non-Communicable Diseases which are tobacco use, harmful use of alcohol, unhealthy diet and physical inactivity.
- ii. Build capacity of staff and intensify use of standard tools and equipment for early detection and timely management of diabetes, hypertension and depression.
- iii. Provide affordable access to palliative care for people in need.

4.2.7 Strategic Objective 7: To improve the quality of education in our primary schools and community secondary schools by 2026.

Strategies:

- i. Promote community participation through strong Parents Teachers Associations.
- ii. Strengthen Catholic identity of the schools.
- iii. Ensure high quality management of the schools.
- iv. Develop capacity of teachers through in-service training of teachers.

- v. Build capacity of teachers to manage students with special needs.

4.2.8 Strategic Objective 8: To improve access to inclusive education by 2026.

- i. Improve infrastructure for primary and secondary schools.
- ii. Promote disability friendly environment in schools.
- iii. Establish village based vocational skills training centres.;
- iv. Treat early and primary education, especially for girls, as a cross-cutting issue for all Commissions.
- v. Prioritize the education of the girl child at all levels – especially girls from poor/ vulnerable families.
- vi. Mitigate against cultural practices that hinder the education of the girl child.

4.2.9 Strategic Objective 9: To promote peace building amongst communities by 2026.

Strategies:

- i. Build capacity of pastoral agents and staff regarding justice and peace.
- ii. Develop community capacity to understand human rights.
- iii. Conduct advocacy and lobbying for the government to increase number of courts and resident magistrates in the Diocese to ensure access to justice for vulnerable people.
- iv. Promote peaceful conflict resolution and transformation in local communities.
- v. Capacitate chiefs to resolve conflicts amicably.
- vi. Lobby for proper policies on succession plan at traditional authority level.

4.2.10 Strategic Objective 10: To promote Gender Justice amongst communities by 2026.

Strategies:

- i. Develop, promote and implement a cross-cutting Child Protection Policy for the Diocese.
- ii. Publicize the Child Protection Policy as widely as possible.
- iii. Promote gender equality so as to empower women.
- iv. Strengthen capacity of local structures in addressing gender based violence.

4.2.11 Strategic Objective 11: To promote good practices in Extractive Governance by 2026.

Strategies:

- i. Promote advocacy and lobbying on extractive justice.
- ii. Strengthen community voice and participation in the management of extractive industries.

4.2.12 Strategic Objective 12: To promote Social Accountability by duty bearers to the communities by 2026.

Strategies:

- i. Strengthen active citizen participation in public engagements and good governance.
- ii. Strengthen advocacy skills for public policies to reflect issues at the grassroots.
- iii. Promote accountability by duty bearers on public resources utilization.

4.2.13 Strategic Objective 2.13: To review the structure and role of the Caritas Commission in view of the ever dwindling financial support from international partners by 2026.

Strategies:

- i. At any given time, retain only staff whose salaries are known and guaranteed.
- ii. Review the nature, role and sustainability of the of the position of the Caritas Secretary or Head of Social Development which is proving extremely difficult to sustain.

4.2.14 Strategic Objective 2.14: To achieve greater value for money regarding all funds given to the Commission for its projects by 2026.

Strategies:

- i. The Caritas Commission Board to review and approve project proposals so that officers don't develop proposals mainly to create jobs for themselves but to address the needs of the people. The Bishop should satisfy himself of the same before recommending proposals for funding.
- ii. The Vicar General and the Director of Finance, Investment and Administration to increase their monitoring to ensure that the cancellous appetite for allowances in Malawi does not extend to our officers in any of our 3 Sections.

4.2.15 Strategic Objective 2.15: To create a sustainable income to support improvement of the quality of teaching and learning in our schools, especially primary schools by 2026.

Strategies:

- i. Establish a private education institute comprising early childhood centre, primary school and a secondary school, whose proceeds will support improvement of teaching and learning in our schools. This will ensure that our primary schools even in the remotest parts of the Diocese will provide high quality education. Without this arrangement our famous secondary schools will continue to predominantly benefit children from urban areas.

- ii. Ensure that the institute provides the highest quality teaching and runs on commercial basis to maximize proceeds to be invested in our schools.

4.2. Goal 3: The Diocese of Karonga has an efficient, self-reliant and strong financial and administrative management and resource base by 2026.

4.2.1. **Strategic Objective 1:** To strengthen financial management systems in all structures and institutions of the Diocese.

Strategies:

- i. Strengthen the capacity of the Directorate of Finance, Investment and Administration.
- ii. Review financial policies and procedures to put in place measures that reduce wastage such as shopping around for better exchange rates before changing foreign currency into local currency and use of fixed deposit instead of keeping large sums of money in current and savings accounts.
- iii. Raise awareness of all financial policies and procedures promulgated at all levels.
- iv. Promote regular monitoring of Institution and Parish Finance Committees.
- v. Conduct annual auditing of diocesan institutions and parish finances.
- vi. Enhance the capacity of institutions and parish finance personnel.
- vii. Ensure budgeting and good internal control systems in all diocesan institutions and parishes.
- viii. Migrate from manual to digital financial system

4.3.2 Strategic objective 2: To provide legal security and ownership to all goods and assets of the Diocese.

Strategies:

- i. Raise awareness of the importance of securing land and Church property among all parishioners.
- ii. Update inventories in all diocesan institutions each year.
- iii. Ensure that all diocesan land is leased in diocesan institutions and parishes.
- iv. Promote true stewardship of Church property.

4.3.3 Strategic Objective 3: To strengthen administrative systems and procedures of the Diocese of Karonga by 2026.

Strategies:

- i. Ensure proper use of available Human Resource policies and systems.
- ii. Establish a fully-fledged HR structure in all diocesan institutions.
- iii. Develop the capacity of diocesan staff especially in the Finance Department.

4.3.4 Strategic Objective 4: To achieve a sustainable resource base for the Diocese by 2026.

Strategies:

- iii. Develop and implement a resource mobilization strategy.
- iv. Establish a strategic Resource Mobilization and Investment Office.
- v. Mobilize operational capital for the already established investments: Chipunga Farms Limited and Kajikhomele Foundation Limited.
- vi. Develop comprehensive and feasible business plans for Chipunga and Kajikhomele.

4.3.5. **Strategic Objective 5:** To strengthen monitoring and evaluation system at all levels of the Diocese by 2026.

Strategies:

- i. Develop a strong monitoring and evaluation framework.
- ii. Establish a knowledge management framework for the Diocese that ensures regular documentation and sharing of success stories among others.

4.3.6 Strategic objectives 6: To ensure effective communication among all diocesan structures by 2026.

Strategies:

- i. Produce the diocesan newsletter regularly.
- ii. Maximize use of social media (U tube, Facebook) to evangelize through regular uploading of stories and events.
- iii. Share success stories with partners for publication in their newsletters.
- iv. Keep close contact with partners through face-to-face meetings as well as through letters.
- v. Keep the Website of the Diocese up-to-date at all times.

4.3.7 Strategic Objective 7: To ensure that all commissions and departments operate in a coordinated manner at all levels by 2026

Strategies:

- i. Develop proper mechanisms for collaboration between Diocesan Curia and parishes as well as diocesan institutions.

- ii. Promote joint programming i.e. planning, implementation, monitoring and reviewing to deliver as one entity.

4.3.8 Strategic Objective 8: To ensure quality, standards, compliance and professionalism in the performance of all departments of the Directorate.

Strategies:

- i. Revive/ establish the Diocesan Projects Committee to oversee all construction projects of the Diocese.
- ii. Ensure that the highest standards are met regarding the quality and speed of work on all constructions sites of the Diocese.
- iii. Ensure that partners are given narrative and financial reports regarding all construction projects of the Diocese at intervals agreed with the partners.
- iv. Ensure that no construction materials are obtained from suppliers for which funds are not available.
- v. Ensure that the Internal Auditor and the Procurement Officer work hand-in-hand in ensuring compliance with financial standards regarding construction projects.
- vi. Ensure that the Finance Department is properly staffed and equipped and provides the Curia with monthly reports concerning all accounts of the Diocese.

4.3.9 Strategic Objective 9: To ensure that all routine operational costs regarding administration and essential pastoral services of the Diocese, including the upkeep of priests and payment of fees for seminarians, are fully met by the Diocese herself by 2026.

Strategies:

- i. Boards and Management of Chipunga Farms Limited and Kajikhomele Foundation Limited (to converted to Kajikhomele Investment Private Company soon) to ensure that the 2 companies of the Diocese meet 100% the cost of routine operations of the Diocese by end of this SP.
- ii. The DOFIA to ensure that local contributions from Christ's faithful in the Diocese and their brothers and sisters outside the Diocese contribute equivalent of \$50,000 through the annual Thanksgiving Mass by the end of this SP.
- iii. In liaison with the DOFIA and the PS all parishes should have viable income generating projects besides relying of traditional contributions by the faithful.
- iv. That the Diocese gives equivalent of \$200 to every diocesan priest every month in replacement of the fast disappearing Mass stipends.
- v. Ensure the highest standards of financial management in all our parishes and institutions with clear implications for non-compliance; which includes not passing on funds which should be passed on to their intended destination or recipient.

- vi. Ensure that all contributions by the faithful for running of parishes do reach parish offices and are accounted for by Parish Priests.
- vii. Ensure that all contributions from the faithful for the running of the Diocese do the reach the Finance Department and are accounted for by the DOFIA.
- viii. Ensure that the current diocesan policy of not having special collections during the lean season of 1st January to Easter Sunday is adhered to by all parishes.
- ix. Ensure that all food items given by parishioners are properly looked after and used economically.
- x. Devise new strategies for promoting special collections of PMS annual contributions.

4.3.9.1 Strategic Objective 3.9.1: To establish a comprehensive and long-term care plan for priests by 2026.

Strategies:

- i. Ensure that monthly payments for the Pension Scheme for all diocesan priests are paid timely by parishes or institutions where they serve.
- ii. Ensure that details of the ECM Medical Scheme which covers diocesan priests are made known to diocesan priests on an annual basis as evidence that they are covered by the Scheme.
- iii. That the Health Desk Officer has an established list of health facilities where priests should be referred to for medical services.
- iv. That diocesan priests receiving medical attention shall be fully under the overall supervision of the Diocese and not of themselves or their relatives or friends.
- v. Build a Retirement Home for priests and bishops of the Diocese.
- vi. Equip one of our health facilities to be able to provide a wide range of medical services except those reserved for referral hospitals.

5. IMPLEMENTATION ARRANGEMENTS

The Diocese of Karonga will develop a detailed implementation plan as well as a monitoring and evaluation framework which will guide implementation of this SP. Furthermore, for the Diocese to achieve its vision and mission there is need for proper collaboration, coordination and integration. The following institutional arrangements will provide guidance to the various organs that are expected to play critical roles in the implementation of the plan.

5.1 Strategic Plan Implementation Committee (SPIC)

Chaired by the Bishop, the SPIC will comprise all heads of the three Sections namely: The Pastoral Commission, The Caritas Commission and The Directorate for Finance, Investment and

Administration. The Vicar General, Bishop's Secretary and Judicial Vicar will also be part of the SPIC. Other offices to be represented in this committee will be the Internal Auditor, MEAL and Safeguarding Officer. The Committee will meet quarterly to:

- 5.1.1 Review progress reports from departments;
- 5.1.2 Review and approve annual work plans and reports ensuring that they are in line with the SP;
- 5.1.3 Review and approve strategies that support the implementation of the SP such as communications, resource mobilization and capacity building strategies, among others.
- 5.1.4 Ensure that integration strategies are in place and review progress on efforts by departments to deliver as one for the attainment of the vision.

5.2 Roles of individual departments

Departments shall work in their teams to:

- 5.2.1 Internalize and own the vision, mission and strategic outcomes beyond prioritizing their own objectives;
- 5.2.2 Produce annual work plans in line with the Diocese's SP;
- 5.2.3 Produce reports that reflect implementation of the SP;
- 5.2.4 Propose actions for consideration by the SPIC on improvement of the SPIC implementation.

6 CRITICAL SUCCESS FACTORS

Based on the lessons learned in the implementation of the 2016-2020 SP, the Diocese is aware that there are certain critical elements that must be made available for the outcomes to be successfully attained and sustained. Critical Success Factors (CSF) may change overtime, hence the need to make necessary adjustments to the set targets. The following are some of the CSFs required to achieve the diocese strategic plan

6.1 Strategic Leadership

The Diocese has learned that leadership is the driving force for the accomplishment of any organization's goals and objectives. It is therefore, imperative that the Diocese Leadership maintains being proactive, visionary, inspiring to the clergy, departmental staff, the laity and all stakeholders in the diocese. The Leadership should strive to achieve a good balance between the executive and collegial forms governance.

6.2 Human Resource

Human resource is very critical for any organization. The new SP needs to be supported with appropriate personnel that are fit for their jobs. A functional review would assess the current organizational structure and human resource against the goals of the SP. Realignment process would ensure that the structure only keeps positions considered relevant and sustainable. Diocesan personnel need to be challenged on sustainability of their positions and resource mobilization shall be one of the requisite skills. A training plan will be necessary to ensure that the human resource possesses core competencies to enable efficient and effective service delivery.

The Organogram proposed under section 8 below has been recommended for the implementation of the new SP. The functional review will, however, reassess the structure, taking into account issues raised in the review of the predecessor SP, for proper alignment of the positions and reporting structure. It will focus on ensuring that the Caritas Commission works in close collaboration to the effect that social services support the pastoral goals of the Diocese.

6.3 Financial Resources

All the activities of the Diocese will require financial resources for implementation. Therefore, the Diocese is expected to mobilize adequate financial resources from different sources inside and outside the Diocese. For external sources, a mapping exercise will be necessary detailing the focus areas of each partner and level of partnership with the Diocese. Overtime, a reduction in the reliance on external sources would ensure financial sustainability in view of declining donor support across the globe. Therefore, the Diocese should explore other avenues to access and/or generate additional resources. There is, therefore, need to focus on investments whose returns can support the Diocese for a longer period.

6.4 Political Environment

It is assumed that the current political environment will remain stable for the entire SP implementation period and that the political leadership will not interfere with the activities of the Diocese.

6.5 Supportive and Collaborative Stakeholders

It is assumed that the Diocese will receive adequate support from its partners including civil society, government at district council level and development partners among others.

7 MONITORING AND EVALUATION

Monitoring and Evaluation (M&E) is an ongoing process that provides regular feedback and early indications of whether interventions are making progress or not towards their intended objectives. This mechanism will be used to assess if the Diocese's strategic outcomes and targets are being met. The process will track actual performance against the planned strategic outcomes. This will be done at all levels including the parishes.

8 Organogram

KARONGA DIOCESE ORGANISATIONAL STRUCTURE

