

Catholic Diocese of Kitui

Development Department



Strategic Plan 2011 to 2013



sustenance • innovation • transformation

A publication of
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Development Department

**Strategic Plan
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“True development is development of people, the release of people from their enslaved conditions so that they can have the rightful dignity of participating in the process of making decisions which affect their life and labour.”

M.M. Thomas





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Preface

The mandate given to the Church, "Go out to the whole world, proclaim the good news to all creation", (Mark 16,15) embraces the plan of the salvation of humankind, and also the divine plan that man should participate in God's plan to perfect creation.

The Church is concerned first of all, in revealing God to man and leading him to a path of communion. This path involves all things human, both material and spiritual. On this path man is led to a path of concern for his fellow men and women, to live the Divine command "Love one another" in concrete and innovative ways of human solidarity. Like Jesus Christ Our Lord, the Church continues the mission of freeing man from the bonds of sin and other material ills. In this process, Christ through the Church reveals man to himself, and his role in the world, engaging him in the mission given to him as a steward of creation.

The Church by its nature, as a continuation of the action of Christ, must be involved in works of charity and the improvement of human welfare, through development and programmes and those involving alleviating human conditions. This is not a choice but a mandate.

The Holy Father, Pope Benedict XVI in his encyclical "God is Love" summarises it in this way:

"The entire activity of the Church is an expression of the love that seeks the integral good of man: it seeks his evangelization through Word and Sacrament, an undertaking that is often heroic in the way it is acted out in history; and it seeks to promote man in the various arenas of life and human activity. Love is therefore the service that the Church carries out in order to attend constantly to man's sufferings and his needs, including material needs." (no. 19)


The Church must continue to witness to Christ's love, in these works directed in meliorating human lives and restoring human dignity to many. She must be Christ who continues to bring spiritual and corporal healing in her ministry of Charity: "Carry each other's burdens". (Gal. 6,2)

The Diocese of Kitui Development Department has already a wonderful record in the past years, as the arm of the Church charged with executing programmatic undertakings in this respect. I am very happy therefore that, now as Caritas Kitui, our department for development, they have laid out an ambitious plan through the Strategic Plan 2011-2013. This is the result of interventions from all levels and sectors of the faithful in the diocese.

I congratulate the team who have worked to bring this process to a happy conclusion. In particular, my gratitude goes to the facilitating team from Corat, and to all the priests, religious and members of the diocesan departments who made many valuable contributions.

As we embark on implementation of this plan in the spirit of "True Charity", I pray that all of us continue witnessing in our own lives this "Loving Heart of Christ" that empathises with the plight of the people. May the Lord accompany each one of us, as we realise this noble witness!

God bless you

 *Anthony Muheria*
Bishop of Kitui





Introduction

The Catholic Church is recorded to have been first established in Kenya in 1498, when Vasco da Gama erected a cross on the sea shore of Malindi. This was followed by a visit of St Francis Xavier on his way to Goa in 1542, and a community of 600 Kenyans was recorded at Mombasa in 1599 under the Augustinian priests.

The Roman Catholic Diocese of Kitui covers the entire Kitui County. This is an arid and semi-arid area of approximately 30,142 km² in Eastern Province, Kenya, with a population of around 1.09 million people, out of whom over 240,000 are baptized Catholics.¹ There are about 430 mission churches, spaced approximately 11 km apart. The Diocese of Kitui lies south of the Equator; an area prone to shortage of rain which causes long droughts resulting in a lack of water and food and putting a severe financial strain on the people towards provision of essential commodities and services. The main ethnic group in the region are the Kamba people.

Most of the local people are peasant farmers who grow mainly local food crops namely,

maize (white corn), beans, peas, yams, millet, pumpkins and citrus fruits (oranges, lemons, grapes) among many others. They also keep domestic animals, including a local breed of cattle, goats and sheep which are resistant to the dry conditions in the area. There are no factories or industries in the region. Out of every 10 families with an average of eight members, four families have one to two people with a permanent job. The rest depend on casual labour which is not always available. Most of the working class is composed of teachers, nurses, police officers, and others working for government ministries and private enterprises.²

In order to live the diocesan mission of evangelization and service to all and bringing about the kingdom of God, several development and social programmes have been undertaken by Kitui diocese. These include programmes in the areas of food security, water provision, livelihood protection, women's empowerment, and justice and peace.

1. Source: Central Statistics of the State; Secretariat of State; (2008)

2. Source http://www.friendsofkitui.com/Diocese_statistics.htm accessed 5 November 2010

1. The strategic plan process 2011 – 2013

The strategic plan exercise for the CDOK Development Department was undertaken with technical support from Corat East Africa.

The objective of the assignment was to carry out a review of the strategic direction of the Development Department of the Catholic Diocese of Kitui with the aim of creating a common understanding of the issues pertinent to the department's renewal, and to establish a strategic focus for the department for more effectiveness and efficiency in its service delivery.

The strategic planning exercise revealed the obvious need to have a strategic plan for the entire diocese. It was the desire of almost all respondents and workshop participants to first have the full diocesan strategic plan in place. This would then enable all other departmental plans to align to the major one. With this in mind, this interim strategic plan for the Development Department has limited itself only to those areas that would be considered *developmental* in nature and focus.

2. Situational, contextual and stakeholder analysis

The social profile of the Catholic Church Diocese of Kitui is intimidating in many respects, both within the Kitui county area as well as part of the wider Catholic Church in Kenya. The department has maintained good relations built over the years with donors. This is a good platform for fundraising. There is a record of credibility and the good reputation of the Catholic Church, which makes it possible to get funds for programme implementation.

The Church has operational structures that enhance efficient execution of services. There is a focused leadership and support from the Bishop who is the chief steward of the task of evangelization and promoting the teaching of the Church for the service of the common good. This has led to an impartial approach in the implementation of the development agenda. This development work has been carried out by staff with a wealth of experience, knowledge and skills. The staff have used this expertise both to promote teamwork and good interpersonal relationships as well as to have a multi-sectoral collaborative approach with other stakeholders working on common agenda items.

A number of tangible successful projects have been implemented. These have included successful water wells, earth dams, food and seed distribution programmes among others. Furthermore, there has been prudence in resource management.

The department has had its own set of challenges, which have included lack of well-documented policies to enable staff know their rights and obligations. This has included lack of technical capacity in documentation and inadequacy in information systems. Any effective programme can only be evaluated through a well-documented monitoring and evaluation (M&E) framework.

The lack of a strong financial and assets base has in many cases led to high donor dependency in most of the development activities. There has been the challenge of lack of common vision and proper communication, and as such most of the work has not been decentralised to deanary levels. Each sector within the Development Department at diocesan level has been focusing on its own little corner and thus the department lacks cohesion-building activities.

One of the other challenges needing immediate attention is the lack of understanding of the mission of the church in relation to development and social services.

The Development Department of the Catholic Diocese of Kitui has good working relationships with the government of Kenya and the community within Kitui County. There is a lot of goodwill with other stakeholders. There is a great opportunity to use the established structures of parishes, schools and health facilities.

Due to the shared culture of one major ethnic group, the challenge of tribal animosity is not experienced largely within Kitui County



Collecting water from a well still under construction in Kitui diocese.

and this may be an opportunity to take the development agenda to another level. The department has developed and partially implemented technological initiatives e.g. post harvest management techniques, sustainable agriculture, renewable energy, water harvesting, dry land farming, livestock farming and environmental transformation.

There are a number of issues that hinder development in Kitui County — these include unreliable rain patterns, retrogressive traditions such as oath taking, natural calamities such as disease epidemics as well as unhealthy competition posed by development agencies, leading to dependency. There is clearly donor fatigue and lack of project ownership by the community. Failure to adopt changes in technology impacts negatively on the quest to improve the area.

There are several people and groups who have an interest in the work of the Development Department of the Catholic Diocese of Kitui. These people or groups are affected by the organisation's activities. They include government, other development agencies and community-based groups, faith-based organisations and even individual groups. The level of interest, interaction, interface and intercourse will centre on spiritual and moral care, policy matters, business, technical and resource expertise. All these efforts to some extent are aimed at addressing the Millennium Development Goals (MDGs) in ensuring that there is sustainable development for the people of Kitui diocese.

The MDGs also provide a framework for the entire international community to work together towards a common end — making sure that human development reaches everyone, everywhere. If these goals are achieved, world poverty will be cut by half, tens of millions of lives will be saved, and billions more people will have the opportunity to benefit from the global economy.

The eight MDGs break down into 21 quantifiable targets that are measured by 60 indicators.

Goal 1: Eradicate extreme poverty and hunger

Goal 2: Achieve universal primary education

Goal 3: Promote gender equality and empower women

Goal 4: Reduce child mortality

Goal 5: Improve maternal health

Goal 6: Combat HIV/AIDS, malaria and other diseases

Goal 7: Ensure environmental sustainability

Goal 8: Develop a Global Partnership for Development

These are eight mutually reinforcing development goals contained in the 2000 Millennium Declaration. The Declaration was signed by 192 heads of state, including the Kenyan President, to initiate action to combat the human development deprivations to which the majority of the world population are still exposed. The Catholic Diocese of Kitui is committed to partner with government and all interested stakeholders in ensuring that the MDG agenda is well entrenched as an underpinning philosophy in its development focus and efforts. The MDGs encapsulate the development aspirations of the world as a whole. But they are not only development objectives; they encompass universally accepted human values and rights such as freedom from hunger, the right to basic education, the right to health and a responsibility to future generations. There are challenges that need to be overcome.

Challenges

The challenges facing the country in its efforts to reduce poverty and hunger are enormous, and include:

- a) Limited access to productive resources for the fulfilment of basic needs of Kenyans such as education, nutrition, health, water and sanitation;
- b) Inadequate resources available to provide services in rural areas that could spur

growth, especially among the poor. These include water for small-scale irrigation, effective extension services, agricultural inputs and credit;

- c) Poor health and malnutrition, leading to a vicious cycle of poverty due to low productivity;
- d) Full and effective implementation of the food policy, especially in the regions that are prone to perennial drought and starvation, and coordination of the numerous public players and structures in the food production area;
- e) Regeneration of depleted soils and reversing the degradation of natural resources and the environment that directly threaten food security and incomes of many poor people;
- f) The high prevalence of HIV/AIDS and its toll on agricultural labour is adversely affecting agricultural productivity and production; and
- g) Improving governance, especially among the farmer-based organisations.

Recent evidence suggests that progress in Kenya in meeting some of the Millennium Development Goals by the target date is picking up, although a lot remains to be done. Significant progress has been reported for indicators such as universal primary education and gender equality. And there has been significant reduction in the prevalence of HIV.

In most regions, the people living in rural areas are the furthest from achieving several of the MDGs, and this holds true for the catchments areas of the Catholic Diocese of Kitui. The rural population is suffering from the cumulative neglect of agriculture over the years, but it is also disadvantaged because progress towards several of the MDGs depends on government institutions, services and support, such as schools, health facilities, agricultural extension and physical infrastructure, as well as trade and interchange with others. Such facilities are usually less readily available in rural areas,

Left: The semi-arid landscape of Kitui County.

Right: Fetching water is a daily task for many women and girls.



and much of the rural population remains trapped in their own cycle of poverty. The emergence of a world food crisis has served to highlight once again the need to give greater attention to developing the agricultural sector and addressing the needs of the rural population. This strategic plan is therefore one such positive response in efforts to address the MDGs for the rural people of Kitui. The hardship of rural life is encouraging migration to towns and cities, with the result that approximately half the world's population is now living in urban areas. This has, however, not necessarily resulted in either an escape from poverty or better progress towards the MDGs.

The Kitui Diocese Development Department seeks to respond to the MDGs by contributing to making a self-sustained community of persons transformed through integral development. This also fits in very well with Kenya's Vision 2030. Vision 2030 is the country's new development blueprint covering the period 2008 to 2030. It aims to transform Kenya into a newly industrialising, "middle-income country providing a high quality life to all its citizens by the year 2030". The Kitui Diocese Development Department through this strategic plan will be making contributions to transform the lives of people to plug into the national development agenda by focusing on integral development, resource mobilisation and organisational strengthening.

3. Theological underpinning

The biblical accounts of creation and of God's activities leave us in no doubt that God's concern in creation is focused primarily on the human being, male and female: "So God created man in his image, in the image of God he created them; male and female he created them. God blessed them, and God said to them, 'Be fruitful and multiply, and fill the earth and subdue it; and have dominion over the fish of the sea and over the birds of the air and over every living thing that moves upon the earth'" (*Genesis 1:27-28*). The Psalmist, who reflects on the Genesis account of creation, also affirms that the humans were created above the rest of creation and that all other created works were meant to serve their needs: "You have made them a little lower than God [or: than the divine beings] and crowned them with glory and honour. You have given them dominion over the works of your hands; you put all things under their feet, all sheep and oxen, and also the beasts of the field, the birds of the air, and the fish of the sea, whatever passes along the paths of the seas" (*Psalms 8:5-8*). This, however, does not mean that humans are given the licence to plunder and exploit nature; responsible stewardship in the use of nature is expected of all.

The God who is revealed in and through the Bible is a God who acts in history; and God's acts in history have always been in relation to humans, beginning with Adam and Eve, as described in the story of Paradise. The rest of the living world — animals, birds and plants,



Left: Household granaries are empty because of the drought.
Right: Waiting for the distribution of relief food, coordinated by the diocese.

and the elements of the universe — are meant to meet the needs of humans in all places at all times, not just the needs of some selected races or ethnic groups at some particular point in history.

It is important to underscore that the work of the CDOK Development Department is not in any way just like some NGO work. This is work anchored in the divine love of God. This is well articulated in the Encyclical Letter *Deus Caritas Est* of Pope Benedict XVI (God is Love) in which it is argued that such work as carried out by the Development Department is premised on love.

Love of neighbour, grounded in the love of God, is first and foremost a responsibility for each individual member of the faithful, but it is also a responsibility for the entire ecclesial community at every level: from the local community to the particular Church and to the Church universal in its entirety. As a community, the Church must practise love.

Love thus needs to be organised if it is to be an ordered service to the community (Ibid).

Furthermore if the community is directed by this kind of the love of God —

The Church's deepest nature is expressed in her three-fold responsibility: of proclaiming the word of God (kerygma-martyria), celebrating the sacraments (leitourgia), and exercising the ministry of charity (diakonia). These duties presuppose each other and are inseparable. For the Church, charity is not a kind of welfare activity which could equally well be left to others, but is a part of her nature, an indispensable expression of her very being (Ibid).

The biblical concept of "covenant" was meant to safeguard right relations with God and with fellow human beings. Creation has been seen as the basis for such a right relationship among fellow human beings. Thus the prophet Malachi asks, "Have we

not all one father? Has not one God created us? Why then are we faithless to one another, profaning the covenant of our ancestors?" (*Malachi 2:10*). The fact that all human beings are created by one God and that this God, like a parent, cares for the welfare of all demands of all people that they relate to one another as brothers and sisters. Tyre was condemned for not honouring the covenant of kinship in selling its captives to Edom (*Amos 1:9*). According to the prophets in the Old Testament, unjust relations are the root causes for the disparities and inequalities in the society, and therefore they call the people to set right their relations with one another. The same principle holds good for our discussions of development today.

It is no longer growth but "distributive justice" that has become the centre of discussion in development debates today. Thus, "development becomes liberation and the narrow view of limited concern for development will have to be enlarged to take into account liberation in the economic sense, the social sense and the spiritual sense". According to M.M. Thomas, "true development is development of people, the release of people from their enslaved conditions so that they can have the rightful dignity of participating in the process of making decisions which affect their life and labour."³

4. The process

The two consultants appointed by Corat Africa began the process with visitation to sample some of the diocesan development activities. They visited a variety of projects. Some of the projects were clearly donor driven e.g. the unused greenhouse or the sand dam project that were seen. Some projects such as the goat and greenhouse were clearly meeting the needs of the people within the local community. They seemed to have had a significant impact on the livelihoods of the people in those communities.

5.0 Methodology

The consultants had the opportunity to review the following documents:

- 5.1. Encyclical Letter of the Supreme Pontiff Benedict XVI, *Charity In Truth On Integral Human Development — Caritas in Veritate* — Social Teaching of the Church, 2009.
- 5.2. Encyclical Letter *Deus Caritas Est* of the Supreme Pontiff Benedict XVI — God is Love, 2005.
- 5.3. Final Report CDOK Data Analysis: Livelihood Programme in the Livelihoods Protection and Enhancement Project.

3. M.M. Thomas, *Response to Tyranny*, New Delhi, Forum for Christian Concern for People's Struggle, p.88.

Supported by Trocaire, by Trem Consultants, July 2010.

5.4. Catholic Diocese of Kitui Justice and Peace — Human Rights Programme, Final Evaluation Report, November, 2006 by Cobtrad Consultants.

5.5. Catholic Diocese of Kitui, Personnel Policies and Procedures (1997).

The above documents helped the consultants to understand the nature, purpose and dynamics of the work of the Catholic Diocese of Kitui Development Department.

Furthermore, this strategic plan is a result of concerted efforts by a number of stakeholders who took part and ensured total ownership of the process and the subsequent outcomes. A top-down approach was used to gather the necessary data. This helped in distilling the key strategic directions of the CDOK Development Department.

The following were the contacts made by the consultants:

- 24 parish priests in a workshop,
- Visits to selected parishes for meetings with the parish priests and parish council members,
- 18 Development Department technical staff in a workshop and in their offices,
- Over 300 grassroots contacts around greenhouse projects, goat restocking projects, dam construction, hospitals and vocational schools,



Visiting a greenhouse project.

- Twenty-two questionnaire responses from stakeholders,
- A meeting of the consultants with the Bishop to listen to his vision, hopes and possibilities.

A total of about 360 people contacts were made by the consultants. All their responses were tabled during the 15 – 19 November 2010 strategic planning workshop held in Kitui at the Pastoral Centre. More than 123 issues were raised as strategic and important and are available in the records.

It is not possible to do everything and cover the broad spectrum of issues that were raised.

The Bishop attended the strategic planning workshop by giving a comprehensive detailed presentation about the nature and purpose of the Church's development work.



The outcome

6. The results of the consensus

6.1 Vision

A self sustained community of persons transformed through integral development in witness of Christ.

6.2 Mission

We exist to promote collaborative, impartial and integral development to achieve a self-sustainable community of persons in witness of Christ.

6.3 Mission to our staff

We endeavour to provide equal employment opportunities and capacity build our staff in a conducive working environment as well as offering competitive employment terms to uphold quality service as we strive towards sustainable development and justice among persons in witnessing Christ.

6.4 Mission to our community

We strive to serve with diligence, taking cognizance of the diversity of needs, to address current and potential vulnerabilities to the livelihoods of persons in a participatory manner.

6.5 Mission to our faith

In service of God's people through developmental interventions, our Faith will be the guiding principle as Christ said "Whatever you do, do it as though doing for God" Col 3:17. The pillars to anchor on will be love and respect for our God and the people we serve.

6.6 Mission to our partners

We strive to engage our partners through mutual respect in a collaborative, transparent and accountable process to achieve a shared purpose.

7. Our values

7.1 Professionalism

We will ensure competent, effective, efficient and reliable service.

7.2 Integrity and honesty

We will embrace ethical and moral standards in our work.

7.3 Teamwork

We will engage in collaborative efforts for a common purpose in our work.

7.4 Equity

We will ensure fairness and justice in the discharge of duties and responsibilities.

7.5 Respect

We will uphold the dignity of persons in service.

7.6 Commitment

We will serve with loyalty, zeal and dedication.

7.7 Faith

We will uphold our belief and social teachings of the church.

7.8 Stewardship

We will always aim to be responsible and accountable in our service.

7.9 Charity

We will promote acts of love in our service, and service out of love.

7.10 Dynamism

We will show enthusiasm in creativity and innovativeness.

7.11 Empathy

We will identify with the feelings of others and show understanding of their situations.

8. Strategic focus areas

To achieve the vision and mission for the Catholic Diocese of Kitui Development Department over the next three years, three key strategic areas were identified. Strategic focus areas give an indication of what will be important; they specify areas of priority for the next three years.

The three strategic focus areas identified were integral development, resource mobilisation and organisational strengthening. Under each strategy are several initiatives, resources

Left: Soon these women will have closer access to water, thanks to this hand-dug well.
Right: Construction of St Patrick's School with diocese funds.



allocation with appropriate monitoring and evaluation being put in place. The areas of priority in this strategic plan therefore are:

- 8.1 Integral development:** The Church is concerned about holistic human development. This includes social, economic, spiritual and psychological as well as all other areas of human development. There is therefore a lot that can be done in this area. However, under this strategy in this plan the following will be areas of priority — poverty reduction, water, natural resources and a focus on appropriate technologies.
- 8.2 Resource mobilisation:** In the next three years the department will embrace and work with other vision-minded stakeholders, beginning with the community, to grow the area resources. This strategy will therefore include partnerships, networking, local and international fundraising, all towards a self-sustained community of persons.
- 8.3 Organisational strengthening:** This strategic plan has been undertaken by the Development Department of the Catholic Diocese of Kitui which puts great importance to the witness of Christ under the social teachings of the Church. Under this strategy the structures and systems will be underpinned by respect for human dignity and the need for a working environment which respects the rights and obligations of the workers.

9. Integral development

The Church is concerned about holistic human development. This includes social, economic, spiritual and psychological as well as all other areas of human development. There is therefore a lot that can be done in this area. However, under the strategy in this plan the following are areas of priority — poverty reduction, water, natural resources and a focus on appropriate technologies.

The area is richly endowed with natural resources, many of them untapped. The broad objective of this strategy is to improve livelihoods towards sustainable development. Three key goals will be addressed:

Goal 1

Enhanced environmental care and climate change mitigation.

Goal 2

Increased productivity through facilitated transfer and adoption of appropriate technologies.

Goal 3

Transformed livelihoods through capacity building of the communities.

No.	Goal (specific objectives)	Indicator	Activity
9.1	Enhanced environmental care and climate change mitigation	<ul style="list-style-type: none"> • Environmental care initiatives • Level of community responsiveness • Climate change advocacy forums • Mainstreaming climate change 	<ul style="list-style-type: none"> • Initiate environmental protection activities • Capacity build the community of persons on environmental issues
9.2	Increased productivity through facilitated transfer and adoption of appropriate technologies	<ul style="list-style-type: none"> • Type and number of appropriate technologies introduced and adopted. • Changes in productivity • Changes in income levels • Accessibility to quality and adequate water supply. • Dietary diversity availability and access 	<ul style="list-style-type: none"> • Network with research institutions • Mobilise communities for adoption of modern and relevant technologies • Initiate projects aimed at enhancing access to clean and adequate water for multiple purposes • Mobilise community of persons to adopt better hygiene and sanitation practices • Promote adoption of value addition • Facilitate improved access to inputs through credit facility
9.3	Transformed livelihoods through capacity building of the communities	<ul style="list-style-type: none"> • Level of disaster preparedness • Changes of income • Changes of productivity • Improved health status • Dietary diversity availability and access • Improved literacy levels 	<ul style="list-style-type: none"> • Train communities on early warning systems for improved disaster preparedness • Undertake a survey on special needs • Promote creation/management of assets for enhanced resilience • Promote diversified production • Promote improved livestock and crop production • Promote access to education for all the children

10. Resource mobilisation

The next three years the department will embrace and work with other vision-minded stakeholders, beginning with the community, to grow the area resources. This strategy will therefore include partnerships, networking, and local and international fundraising, all towards a self-sustaining community of persons.

The department will seek to work with other stakeholders and under this strategy it will seek to enhance resource mobilisation

through improved networking, partnerships and more collaboration for sustainable community development.

Three key goals will be addressed:

Goal 1

An established and effective communication strategy for the Development Department

Goal 2

Improved network and linkage with partners

Goal 3

A sustained resource base

Small-scale animal husbandry for successful poverty alleviation.

Left: From the donation of a few chicks, this farmer has successfully multiplied her poultry and is now able to keep her children in school from the proceeds.

Right: Keeping goats for meat and milk is proving a successful initiative, well suited to the climatic conditions of Kitui County.



No.	Goal (specific objectives)	Indicator	Activity
10.1.	An established and effective communication strategy for the Development Department	<ul style="list-style-type: none"> • Strategy developed and implemented • Feedback from stakeholders • Level of awareness by stakeholders on Diocesan development initiatives • Participation and input from parishes 	<ul style="list-style-type: none"> • Undertake assessment and documentation of communication gaps • Staff training • Undertake greater involvement through • Regular update of website • Develop information pamphlets • Monitoring and Evaluation of the communication system
10.2.	Improved network and linkage with partners	<ul style="list-style-type: none"> • Increased number of partners • Increased number of forums invited and attended • increased number of projects undertaken together in collaboration 	<ul style="list-style-type: none"> • Undertake to improve attendance in district forums • Organise stakeholder forum e.g. partner round table discussions • Engage partners in proposal writing • Build synergies in project implementation through co-financing. • Establish directory of partners/donors
10.3.	A sustained resource base	<ul style="list-style-type: none"> • Number of projects started and sustained • Reduced level of dependency – at least 20% of the projects are internally funded • Investment portfolio defined and approved by top management • Level of partner diversity • Increased level of income 	<ul style="list-style-type: none"> • Evaluate current income generating projects and restructure. • Develop investment portfolio • Undertake to develop and submit at least five proposals per quarter • Raise awareness through the Church structures in Caritas activities • Undertake targeted fundraising for income-generating activities of the diocese

11. Organisational strengthening

This strategic plan is being undertaken by the Development Department of the Catholic Diocese of Kitui which puts great importance to the witness of Christ under the social teachings of the Church. Under this strategy the structures and systems will be underpinned by respect for human dignity and the need for a working environment which respects the rights and obligations of the workers.

To achieve this strategy, the department will be committed to ensuring the organisation has put the right capacity by having proper structures and systems. The aim of the third strategy will be to provide quality structural framework and systems guided by our faith and professionalism for efficient and effective delivery of services to human persons. There will be two key goals under this strategy.

Goal 1

Effective and efficient quality service delivery

Goal 2

Developed and documented policies and guidelines

No.	Specific objectives	Indicator	Activity
11.1	Delivered effective and efficient quality service	<ul style="list-style-type: none"> • Level of awareness on technical and social teachings of the Church • Enhanced performance • Quality services delivery • Number of trainings and trained staff • A decentralised implementation structure • Sound information management system 	<ul style="list-style-type: none"> • Capacity building on relevant topical issues and Church social teachings • Staff training and • Team building activities • A review and restructure of current information system
11.2.	Developed and documented policies and guidelines	<ul style="list-style-type: none"> • Approved policies and guidelines • Staff awareness level on policies and guidelines • A restructured human resource management 	<ul style="list-style-type: none"> • Staff capacity building • Review HR manual • Development of service charter

12. Consolidated budget

The department will put in place several initiatives to ensure proper implementation of the strategies. It will also ensure sufficient resources are made available. The proposed consolidated budget for the three years is KES 678.60 million. The department through the Bishop's office has the mandate to undertake the fundraising of these funds.

13. Monitoring and evaluation

Monitoring and evaluation (M&E) is a necessary component for effective organisational delivery of this strategic plan. It will be undertaken as a cross-cutting element in all the three major strategies, namely integral development, resource mobilisation and organisational strengthening.

Monitoring will help the department to track progress towards the set programme targets.

The major activities that underpin the monitoring and evaluation will be the following:

- To establish a development board charged with the overall strategic direction of the department,
- Development of yearly operational plans,
- Review progress every quarter,
- Assign responsibilities for each flagship project,
- Mid-term evaluation at the end of the second year,
- Quarterly review meetings with stakeholders,
- Biannual progress reports,
- Establish an M&E framework,
- Enhance M&E capacity within the diocese,
- Compilation of stories of transformation,
- Progressive documentation and capturing of all visual images and training reports,
- Focus group discussions.



A community sensitisation session in progress.

Cover images

Main photo:

- Kwa Kiema earth dam, built to catch rainy season runoff, serves a community of 1500 persons.

Small photos left to right:

- Excavation and construction of a dam.
- Green grams, a drought-resistant food crop, growing at Mandongoi demonstration farm.
- Raising dairy goats for better family nutrition and to cash in on the growing demand for goat milk.

Back cover:

- The donation of a sprayer unit helps a farmer to improve the harvest on her small farm.

All photographs are the property of the Catholic Diocese of Kitui Development Department.

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