



A SERVANT CHURCH



The Catholic Diocese of Garissa

Strategic Plan | 2019 - 2024



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Pope's visit to Kangemi slums

ACRONYMS AND ABBREVIATIONS

AIDS	- Acquired Immune Deficiency Syndrome
AMECEA	- Association of Member Episcopal Conferences in Eastern Africa
CDG	- Catholic Diocese of Garissa
CJPC	- Catholic Justice and Peace Commission
CMA	- Catholic Men Association
CTA	- Catholic Teachers Association
CWA	- Catholic Women Association
FGM	- Female Genital Mutilation
ICT	- Information and Communication Technology
KCCB	- Kenya Conference of Catholic Bishops
NGO	- Non-Governmental Organization
PME	- Planning Monitoring and Evaluation
PMC	- Pontifical Missionary Children
SCC	- Small Christian Communities
SP	- Strategic Plan

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PREFACE - WORD FROM THE BISHOP

A SERVANT CHURCH

I greet you all in the name of our Lord Jesus Christ. I wish to hereby present to you the Strategic Plan for the Catholic Diocese of Garissa 2019-2024.

From its very nature the Church is founded to serve following the example of its founder Jesus Christ who came to serve and not to be served.

Even the Catholic Diocese of Garissa should follow suite. In fact, from the very remote beginning of the Church’s presence, especially in the North Eastern Province, Rt. Rev. Lawrence Bessone, the then bishop of Meru, had shared his concern about this region during an “ad limina” visit in 1966. The then Pope St. Paul VI had told him: “Open immediately one or two centers, at least to give a glass of water to passersby”.

With this background and even with the present assistance, both spiritually and socially, that the Diocese is rendering to the people, it is most appropriate to formulate the vision of the Diocese in very simple words: “An empowered servant Church rooted in Gospel values”. That is why we are calling our Strategic Plan “A servant Church”.

One has to recognize the generosity of the Consolata missionaries first, and then the coming of the Capuchin Franciscan missionaries from the Capuchin Province of Malta in 1974 who both contributed in spreading the Gospel message of serving the people of God especially those most in need.

The diocese of Garissa was later established in 1984 and since then the Church never looked back. Rt. Rev. Paul Darmanin, as the first Bishop of the newly erected Diocese, starting putting in place some offices and structures to help him to run the diocese spread throughout a vast territory.

While recognizing and appreciating what the first missionaries had sown, we are to continue constructing on that foundation of faith. This is our mission expressed in this Strategic Plan.

This Strategic Plan is a milestone and another step forward in the life of the Diocese of Garissa. It is the fruit of the contributions coming from all the stakeholders, starting from the priests and Religious men and women and the faithful on the ground. It will serve as a tool to achieve and develop our ministries in favour of our people especially those in spiritual, material and social needs.

This strategic plan will play a critical role in guiding our operations, and especially the realization of our ambitions for the next five years 2019-2024. In particular, the plan sets out strategies and interventions for our selected priority areas based on three main pillars: that of 1. Pastoral, 2. Administration and 3. Integral Human Development. This last pillar is in line with the new dicastery which Pope Francis instituted recently, namely that the Church is to look on the integral development of the human person as a holistic entity.

I look at the Church in general and at the our Diocese in particular and compare it to an octopus with many tentacles, all moving and coordinated in a harmonious manner to enable the octopus, and in our case the Diocese, to move forward, explore and find self-sustenance in order to grow and develop.

I am confident that this Plan will help us to move forward and strengthen our ministries in the Diocese for the betterment of the people of God whom we are called to serve.

I would like to thank all those who contributed to this Strategic Plan: the parish priests, priests, Sisters and lay faithful who under the guidance of the Holy Spirit, with the professional assistance of Mr. Evans Onyengo and Mr. Peter Nguli succeeded to draw up such a plan. Let us not leave it just as a document like many other documents lying on our desks collecting dust, but let it be a tool that guides us to achieve our goals together and grow as a servant Church for the glory of God.

May God bless you.

+ Joe Alessandro

Rt. Rev. Joseph Alessandro, OFMCap.
Bishop of the Catholic Diocese of Garissa



WORD FROM THE VICAR GENERAL

Commit your work to the Lord, and your plans will be established (Proverb 16:3)

Peace and all that is Good!

There is an old African proverb which says, “If you fail to plan, you plan to fail.” The Catholic diocese of Garissa is cognizant of the fact that it bears an enormous responsibility of carrying out Christ’s mission in rather peculiar circumstances. It is also conscious of the fact that it owes the future generations a good foundation. Bearing this in mind, the People of God of the Catholic diocese of Garissa under the able leadership of its shepherd, Bishop Joseph Alessandro embarked on the noble mission of generating a strategic plan.

I strongly believe that If you want to succeed in anything, you first need to commit it to the Lord in prayer. This message was also emphasised by his Lordship Bishop Alessandro during the opening Mass of the strategic planning workshop. I believe that the second thing that you need to do, is proper planning (Luke 14:28). Proper planning involves being aware of the challenges and the needs that an organization is faced with, and to endeavour to mitigate and address them using the necessary and appropriate action plans. That is why we embarked on this journey of strategic planning. This strategic plan carries the aspiration of the people of God in Garissa diocese. It is an effort to respond to their needs, desires, joys, sufferings, and hopes. I truly believe that if a concerted effort is made by all within the diocese to deliver on the three pillars enumerated above by His Lordship Joseph Alessandro, we will leave a legacy for the future generation to build on and to be proud of. This Strategic Plan for the Catholic Diocese of Garissa is designed to strengthen our diocese and set a clear direction for the future. It is our hope that parishes and departments in the diocese will draw out their plans based on the Diocesan Strategic Plan pillars. It is also our hope that all of us will pull our efforts together and put our talents at the disposal of God and the realization of this strategic plan.

I enjoin upon everyone to meditate on the contents of this strategic plan (Psalm. 1:2, Joshua 1:8) and to commit ourselves to its implementation with love and faith. We are consoled and inspired by the fact that the one who has begun the good work in us will continue to complete it (Philippians 1:6). To echo the words of our bishop, may I convey a word of gratitude to everyone who has endeavoured to ensure that we realise this great plan. Notably, I wish to register my sincere thanks to our development partners Catholic Relief Services (CRS) and Caritas Kenya for generously availing funds for this noble project. We are appealing to other people of good will to partner with us towards realising our vision. Mungu awabariki sana, na Mungu abariki jimbo katoliki la Garissa.

Rev. Fr. George Muthaka, OFM Cap
Vicar General,
Catholic Diocese of Garissa

EXECUTIVE SUMMARY

The Catholic Diocese of Garissa shares in the mission of the Catholic Church to serve communities in need and promote justice around the World. This five-year strategic plan outlines the course of action for the Catholic Diocese of Garissa starting June 2019 to July 2024. The plan was developed through a participatory approach involving technical expertise, a range of stakeholders and staff of the Catholic Diocese of Garissa. It has been informed by an analysis of the Political, Environmental, Social, Technological, Environmental and Legal context of our Diocese.

Our Diocesan Strategic plan lays out our strategic objectives, Mission, Vision, Core Values and the future of our pastoral and development work. The plan further outlines activities to be undertaken by our diocese in the next five years, the expected outcomes and performance indicators, the responsibility of each commission, time frame and resources required to achieve our overall goal.

Our Strategic Direction is anchored in three principles: *Promotion of 3-fold ministry of the church*: To Evangelize, Sanctify and Serve the Poor and Vulnerable, *Organization strengthening* and Promoting *Integral human development* through our Education, Water, Sanitation and Hygiene, Justice and Peace, Catholic ecology, Gender and Human rights and Sustainable livelihoods programmes.

The Catholic Diocese of Garissa relies on the teachings of the church and its foundation principles. We commit to strategically respond to emerging situations in our multicultural and multireligious context as we work together as a family of God. For the next five years, we will promote catechesis and evangelization, support communities in need through our Diocesan Caritas, strengthen our Catholic Justice and Peace commission, strengthen capacities of our pastoral agents, mobilise resources for a self-reliant church and promote the use of Media in Evangelization.

The Catholic Diocese of Garissa acknowledges the support of partners who provided resources and expertise to support the development of this strategic Document. We also appreciate the invaluable support from the National and County Government offices in our Diocese, Caritas Internationalis Member Organisations, our strategic Partners and each and everyone who works tirelessly to fulfill the mission of the Catholic Church in Kenya. In reference to the Catholic social teaching and our principles of partnership we commit work closely with you to implement and evaluate our progress as we work to serve the people of God in our Diocese.



1.0 Introduction

The Catholic Diocese of Garissa was established by St. Pope John Paul II of happy memories on February 3, 1984 with Bishop Emeritus Paul Darmanin as the first Bishop (1984- 2016). He was succeeded by Bishop Joseph Alessandro.

The first evangelization can be traced back to the last part of the 16th century through the Portuguese Augustinian Missionaries in Faza, on the island of Pate, and in Lamu.

The Holy Ghost Fathers were the first Catholic Missionaries from Mombasa, to establish a community in Wema and later in Hola in the late 1940's. In 1968, the Consolata Missionaries from Meru started to work in Garissa and later moved to Wajir and Mandera. In 1974, evangelization in the area was entrusted to the Capuchin Friars of the Province of Malta. In 1976, the territory which formed part of Mombasa and Meru dioceses was declared a Prefecture Apostolic and elevated to Diocese in 1984. In the year 2000, the southern part of Garissa Diocese (Wema, Garsen, Mpeketoni and Lamu) was detached from the Diocese of Garissa to form part of the new Diocese of Malindi. The Diocese covers 142,704 Sq. kms and has seven parishes, that is, Garissa, Hola, Wajir, Mandera, Bura-Tana, Emmaus and Wenje with an estimated population of 813,330. As part of its Evangelization Mission, the Diocese is awake to the fundamental questions accompanying the human journey from the very beginning. This takes on even greater significance in our own day, because of the enormity of the challenges, the novelty of the situations and the importance of the decisions facing modern generations.

St. Pope John Paul II reminds us that “At the dawn of this Third Millennium, the Church does not tire of proclaiming the Gospel that brings salvation and genuine freedom also to temporal realities...” “To the people of our time, her travelling companions, the Church also offers her social doctrine.” The main impetus of CDG's work in this regard concerns on-going spiritual formation and social-economic transformation/ development of target communities. “Love faces a vast field of work and the Church is eager to make her contribution with her social doctrine, which concerns the whole person and is addressed to all people.”

St. John Paul II, Apostolic Letter *Novo Millennio Ineunte*, 50-51: AAS 93 (2001), 303-304.

The Diocese runs a number of Pastoral and Development programs in collaboration with various actors. Such stakeholders include amongst others beneficiaries/faithful; peer institutions, other Churches and Church structures; people of other Faiths; the Government of Kenya (GoK); as well as various development partners.

The Catholic Diocese of Garissa serves Garissa County, Wajir County, Mandera County and part of Tana River County.

Garissa County covers an area of 44,174.1 Km². The county borders the Republic of Somalia to the East, Lamu County to the South, Tana River County to the West, Isiolo County to the North West and Wajir County to the North¹. It has six sub-counties which include: Fafi, Garissa, Ijara, Lagdera, Balambala and Dadaab.

Wajir County borders Somalia to the East, Ethiopia to the North, Mandera County to the North East, Isiolo County to the South West, Marsabit County to the West and Garissa County to the South. The county comprises of eight sub-counties namely Wajir East, Tarbaj, Wajir West, Eldas, Wajir North, Buna, Habaswein and Wajir South. It is further divided into 28 divisions, 128 locations and 159 sub-locations. The county has 6 constituencies namely Wajir East, Tarbaj, Wajir west, Eldas, Wajir South and Wajir North and has 30 electoral wards. Wajir North and Wajir South constituencies have the largest number of wards at 7, and the rest have 4 each².

Mandera County has a population of 1,025,756 (2009 census)[1] and an area of 25,797.7 km². The county has six constituencies: Mandera West Constituency, Mandera East Constituency, Mandera North Constituency, Banissa Constituency and Lafey Constituency.

Tana River County, borders Kitui County to the West, Garissa County to the North East, Isiolo County to the North, Lamu County to the South East and Kilifi County to the South. The county lies between latitudes 000°53" and 200°41" South and longitudes 38025°43" and 40015° East. The county has a total area of 38,862.2 Km² with a projected population of 349,338 (KNBS, 2018) and covers about 76 kms of the coastal strip. The County is composed of three administrative sub-counties namely: Bura, Galole and Tana Delta, and three constituencies namely: Galole, Bura and Garsen with 15 electoral wards.

1.1 Background of the strategic planning process

In today's Church (indeed in the world of non-profits in general) strategic planning is no longer hierarchical, top-down, or dictated by the opinions of one or a few. It is not imposed on us by outside experts; it is guided from within. It is not focused on our deficits, or what we have been doing wrong; rather it is built on our assets — the wisdom, judgment, talents, skills, passions, and aspirations of those within our Church community, clergy and laity. For the Church this finds its place as She strives ... “to share in humankind's joys and hopes, in its anxieties and sadness, standing with every man and woman of every place and time, to bring them the good news of the kingdom of God, which in Jesus Christ has come and continues to be present among them (Vatican II, *Gaudium et Spes*, 1:ASS 58, 1966)

“The Bishop must always foster missionary communion in his Diocesan Church, following the ideal of the first Christian communities, in which the believers were of one heart and one soul (cf. Acts 4:32). To do so, he will sometimes go before his people, pointing the way and keeping their hope vibrant. At other times, he will simply be in their midst with his unassuming and merciful presence. And yet other times, he will have to walk after them, helping those who lag behind and— above all — allowing the flock to strike out on new paths. In his mission of fostering a dynamic, open and missionary

communion, he will have to encourage and develop the means of participation ... out of a desire to listen to everyone and not simply to those who would tell him what he would like to hear. Yet the principal aim of these participatory processes should not be ecclesiastical organization, but rather the missionary aspiration of reaching everyone.”

Pope Francis,

Evangelii Gaudium

This “missionary aspiration of reaching everyone” is the work of strategic planning. The words of Pope John Paul II re-echo and supports the need for strategic planning, “With its universal and indispensable provisions, the program of the Gospel must continue to take root, as it has always done, in the life of the Church everywhere. It is in the local Churches that the specific features of a detailed pastoral plan can be identified — goals and methods, formation and enrichment of the people involved, the search for the necessary resources — which will enable the proclamation of Christ to reach people, mold communities, and have a deep and incisive influence in bringing Gospel values to bear in society and culture.”

St. Pope John Paul II

Novo Millennio Ineunte



In light of its fluid and dynamic operational context, the CDG recognizes the need for strategic (re)positioning, to ensure continued relevance and effectiveness. The development of this first consolidated strategic plan is a major milestone to the CDG and will guide its programs and operations over the next five-years (2019 –2024).

The development of this strategic plan was deeply participatory and entailed a series of strategic reviews and consultations that drew participants from across the entire Diocesan fraternity. A four day strategic planning workshop was subsequently organized to enable joint deliberations on the CDG's future direction. The planning process provided opportunities for self-reflection and learning, besides being a basis to further refine its identity, mandate and focus. The outcomes of the reviews, reflections and analysis have been used to develop this strategic plan document.

This strategic plan as such reflects the challenges and hopes and joys of the people within the jurisdiction of the Catholic Diocese of Garissa.

It envisages the realization of the call of the Second Vatican Council Fathers that the hungry nations of the world cry out to the peoples blessed with abundance. And the Church, cut to the quick by this cry, asks each and every man to hear his brother's plea and answer it lovingly.

The desires, the determination and commitment expressed by all interested parties who participated in the strategic plan making process, give a promise of progress, maturity, and act as a stepping stone for the future of our local Church. It is indeed the faith in Jesus Christ that demands of our participation in the transformation of the world. Our faith, therefore, is fundamentally our inspiration, motivation and authority in the Mission of the Church.

2.0 PESTEL (Political, Environmental, Social, Technological, Economical, Legal) ANALYSIS of Wajir, Mandera Tana River and Garissa Counties.

The Republic of Kenya is a developing country of East Africa lying at the equator. It is surrounded by the Indian Ocean, Somalia, Ethiopia, Sudan, Uganda and Tanzania . In East Africa Kenya is the largest and most advanced economically.

The North Eastern region is one of the former provinces in Kenya. It has a land area of 127,358.5 km², with its

capital at Garissa. Previously known as the Northern Frontier District (NFD), the territory was carved out of the Juba land region of present-day southern Somalia during the colonial period. It is and has historically been exclusively inhabited by ethnic Somalis. In this region of Kenya, nearly 70% of residents live in poverty and have poor access to basic services. Livestock is the main source of food and income for the residents. However, frequent droughts pose a significant threat to their main source of livelihood. The socio-economic indicators fall below the national average as indicated by female literacy rates at 41% which is below the national average of 89%⁴.

2.1 Political Environment

Kenya has registered two major milestones in its political context: the new constitution in 2010 and 2013 March elections. Prior to that Kenya was divided into 7 provinces. During this era, election related tensions such as the 2008 ethnically charged post-election violence existed. These were also followed by sporadic terrorism related incidents. However, Kenya has been placed in the forefront of African countries to have a major role in putting Africa on the world map in terms of economic prosperity and political stability ⁵.

Currently, Kenya is divided into 47 Counties. The president is the Head of State and government. Each county is led by a County government. The county governor and the deputy county governor are the chief executive and deputy chief executive of the county, respectively. The deputy county governor should act as governor when the county governor is absent.

The county government in Kenya has three arms; (1) *County Executive (Committee)* (2) *the Legislature (County Assembly)* (3) *The Public Service (County Public Service Board)*.

The constitution of Kenya 2010 in Article 179 bestows the executive authority of the county to the county executive committee. The county executive committee consists of (1) *the county governor and the deputy county governor* (2) *members the county governor appoints, with the approval of the assembly, from among persons who are not members of the assembly*. Members of County Executive Committee are equivalents of "county ministers" of "County cabinet secretaries.

They are accountable to the county governor while performing their functions and exercising their powers. They head the various departments of the county government such as Gender, Finance, Trade and Cooperatives, Agriculture, Livestock, Fisheries, etc.

The Kenyan constitution guarantees fundamental right and freedom to all individuals. It provides right for principles, such as prohibition of inhuman treatment and protection from slavery and forced labor. The tax system in the country is based on a PAYE scheme and is progressive in nature. Value Added Tax (VAT) rates in the country are high i.e. 17% on all goods with the exemption of unprocessed agricultural products and processed foodstuffs.

2.2 Economic Environment

The Kenyan economy is market based with a few state-owned enterprises and a liberalized trade system. According to the UN Human Development Index, Kenya stands at 147th position. Kenya's economy is highly dependent on agriculture and industrial sector still remains underdeveloped. Most of the foreign aid received by the country is used to import a majority of consumer goods. The main industry sectors in Kenya consist of mining, horticulture, tourism, manufacturing, electricity and information technology. But the mainstay of the Kenyan economy is still agriculture. Agro-pastoralism (crops and livestock) is the economic mainstay. Crop and livestock are subsistence (with very minimal use of off-farm inputs), interdependent and equally important to the communities' livelihood. Since there is a 96% of probability of food crop failure

(Rain –fed), the rural population considerably rely on off-farm food supply from the grain market by selling their animals. At household level, the cash income derived from livestock keeping is estimated 93% of all cash income. Livestock are therefore used as living banks in case of cash needs.

Garissa County is the Hub and major trading center in North Eastern and part of Coast regions. It provides a conducive environment of doing business both for locals and international investors/communities. Nearly half of county population especially middle earners get their income from business. On average 7 out of 10 new jobs are created in the informal sector. The main economic activities are in the agriculture, Trade, Small Manufacturing, hotels, and transport services. Majority of MSME businesses are not registered and a good percentage operate on temporary structures/market stalls. The Micro Small and Medium Enterprise Sector plays an important role towards the County's economic growth, employment creation, poverty reduction and development of an industrial base and therefore must be prioritized. ⁷

2.3 Social Environment

Garissa, Mandera and Wajir counties have a large ethnic-Somali population, which is sub-divided into 5 major clans: Degodia, Ogden, Garre, Ajuuran and Murulle. Though there are other small clans, they are affiliated and immersed in these larger clans. The 3 counties also have a large population of internally displaced persons and refugees. Clan dynamics have significantly contributed to historical grievances.



³ <https://www.ukessays.com/essays/economics/pestel-analysis-of-kenya-economics-essay.php>

⁴ <https://www.worldbank.org/en/news/feature/2018/05/08/boosting-prosperity-improving-equity-in-north-and-north-eastern-kenya>.

⁵ <http://www.ammanchamber.org.jo/uploadedfiles/6.pdf>

⁶ <https://www.epickenyan.com/structure-of-the-county-government-in-kenya/>

⁷ Wajir, Mandera and Garissa County Integrated development plans.



Inter communal clashes are a main cause of insecurity and instability in this region.

The communities that live in Tana River are agro-pastoralists and live within tribal/ religious boundaries. The tribes consist of the Pokomo, Orma, Wardei, Munyoyaya, Malakote and Sanya. Due to the errant rainfall the farming activities in the area are carried out using the flooding method along the Tana. This is not in large scale but for subsistence. Pastoralism is practiced in the hinterland of the district.

Poverty, inequality and high rate of unemployment are the main cause of social-economic grievances which eases the recruitment of young men into armed groups and radicalization of Kenya's youth. The widespread proliferation of ammunition has fueled clashes making them lethal. Such injustices and marginalization among Kenya's minority ethnic and religious groups have provided an enabling environment for the Al-Shabaab agenda. This is aggravated by competition for scarce resources such as water and pasture which are greatly affected by population growth, refugee influx, land degradation, natural hazards and climate change.

Wajir, Mandera, Garissa and Tana River have been identified as the most marginalized counties in Kenya. Poverty and underdevelopment are high and ranked at 49% in Garissa and at 89% in Mandera. The North eastern counties are the leading recipients of devolved funds. For example, Wajir County received USD 88 Million from the devolved funds kitty and this led to an improvement in the education and health infrastructure.

The vastness of these counties served by Garissa Diocese against the diminishing resources pose a threat to service delivery.

2.4 Technological Environment

M-pesa is an internationally recognized mobile money service that enables consumers and merchants to send and receive payments through their mobile phones. The Kenya's ICT sector was liberalized in 2000 and this has led to the transition from 2G, to 3G and now 4G Long Term Evolution (LTE). Kenya is one of Africa's leading countries in ICT innovation and services served by providers such as: Safaricom, Airtel and Telkom.

The country has a wide mobile telephone network coverage, the bandwidth has increased over time, tariffs have reduced and quality of the network has improved. Nevertheless, transport infrastructure in the North Eastern region of Kenya should be improved to create a conducive business environment for economic growth and investment.⁹

2.5 Environmental Factors

Wajir county, Environmental degradation is attributed to illegal encroachment, droughts, floods, deforestation, overgrazing and uncontrolled felling of trees for charcoal. Sanitation is also poor with only 23 per cent of the population having access to toilets. Climate change effects are evidenced by erratic rainfall patterns, occurrence of frequent and prolonged droughts which affect food security and outbreak of waterborne diseases.

Mandera County is affected by over grazing, charcoal burning, and quarrying activities which are the leading environmental degradation causes in the county. The county is also affected by poor waste disposal in settlement areas and towns.

Other effects of environmental degradation experienced in the county are soil erosion, wind storms, formation of gullies, drought, climate change and floods during rainy season.

Garissa County, the major degraded areas are around the refugees, that is in Dadaab and Fafi Sub Counties as a result of over harvesting of fire wood and construction materials. Activities that have contributed greatly to environmental degradation in the county include: illegal encroachments and unplanned human settlements, logging and over-grazing, mushrooming of settlements on grazing land, increase in population, climate change, influx of refugees and charcoal burning. Frequent floods during rainy season have also contributed greatly to environmental degradation.¹⁰

Tana River county is divided into four agro- ecological zones namely: CL 3 Coconut – Cassava zone (non ASAL), CL4 Cashew nuts- Cassava zones where the main economic activity is peasantry mixed farming; CL5 Lowland Livestock zone and CL6 Lowland Ranching zones where the locals are involved in pastoral activities. The soils range from sandy, dark clay and sandy loam to alluvial deposits. The soils are deep around the riverine environments but highly susceptible to erosion by water and wind. Soils in the hinterlands are shallow and have undergone seasons of trampling by livestock, thus are easily eroded during rainy seasons.

The vegetation ranges from scrubland to thorny thickets within the riverine area. Shrubs and annual grasses dominate most parts of the region. However, there are enclaves of trees and perennial grasses dominating wetter parts. An invasive tree species called *Prosopis Juliflora*, commonly known in the area as 'Mathenge' (named after the person who introduced it) has spread rapidly in the area and is threatening to replace most of the indigenous vegetation. It was introduced for fuel-wood production in the Bura Pilot Irrigation Scheme. It grows fast and chokes other vegetation, watering points and the canals, and is colonizing most of the areas that are not cropped, including the riparian environments.

2.6 Legal Environment

The Kenyan Constitution is the supreme law of the Republic of Kenya. This Constitution was approved by 67% of Kenyan voters and promulgated on 27th August 2010. The Judiciary of Kenya interprets and implements the law of Kenya. In the past, residents of North Eastern Kenya had to travel to Embu to access a high court, in 2014, the high court was opened and is marked as one of the fruits of devolution in Kenya. Article 191

of the constitution addresses conflict of laws between National and county governments where by National legislation overrides county legislation. However, National government is constitutionally barred from intruding willfully with the county government under the fourth schedule. Parliamentary approvals are required in exceptional cases outlined in Article 191 and 192.

2.7 Pastoral situation/environment

When the Church is establishing a new ecclesiastical jurisdiction, a very important factor that is considered is the number of Catholics that benefit from such an establishment. This, however, is not always the case. An outstanding consideration is also given to the "Presence" of the Church in that particular area; and this without emphasis on the number of Christians or the internal structures of the future Diocese.

The second consideration was the basis that gave birth to the Catholic Diocese of Garissa and its uniqueness. The Diocese being the largest (coverage area) in Kenya has a slight Catholic minority amongst an overwhelming Muslim Population. This peculiar circumstance is what influenced its own particular characteristics especially regarding the methods and content of evangelization. The pastoral situation in the Catholic Diocese of Garissa can be depicted in a twofold dimension of perception one fluid and the other stable.

The fluid pastoral environment is represented by the northern Counties namely Mandera, Wajir and Garissa. Despite being large counties, each has 1 Parish and an outstation. They are all located within the urban centers and so are the social and charitable institutions. The Catholics who benefit from these 3 parishes constitute mainly of Teachers, Small traders, Medical practitioners, Government officers, NGOs, Police and defense forces. There are very few Parishioners' who stay more than 3 years before transfers to other duty stations.

The Stable pastoral environment is represented by Tana River County. The jurisdiction of the Diocese covers 3 quarters of Tana River while Malindi covers the rest. There are 4 Parishes, 1 in Bura, 2 in Hola and 1 in Wenje. Here the Catholic communities are more stable and the Pokomos are indigenous Catholics. They are also located close to urban centers and so are the social and charitable institutions.

To fulfill its' mandate of "Presence" the Diocese has established education Institutions within the Parishes and through Its Caritas office reaches out to the communities with various services depending on area and need.



⁸ <http://www.iris-france.org/wp-content/uploads/2016/11/ENG-Observatoire-Pro prospective-Huma-NORTHEasternKenya-12-2015.pdf>

⁹ USAID country export and profile guide.

¹⁰ Wajir, Mandera and Garissa County Integrated Development Plans.



3.0 Stakeholders Mapping

STAKEHOLDERS	COMPARIATIVE ADVANTAGE	WHAT THEY CAN DO TO THE DIOCESE	TARGET
Bishop KCCB	<ul style="list-style-type: none"> • Custodian • Experience • Linkage to the donors and partners • Strategic direction 	<ul style="list-style-type: none"> • Provide leadership and direction • Mobilizing funds • Pillar of unity 	<ul style="list-style-type: none"> • Clergy, religious and parishioners
Parishioners	<ul style="list-style-type: none"> • Unity in Diversity • Generous • Cooperatives • Expertise • Custodians of indigenous knowledge 	<ul style="list-style-type: none"> • Fundraising small projects • Providing labor • Hold the diocese accountable 	<ul style="list-style-type: none"> • Various groups in the church
Pastoral Agents (Clergy, Catechists, Religious Congregations)	<ul style="list-style-type: none"> • Intermediaries between community and donors. • Committed • Close to the people • Custodians of the faith 	<ul style="list-style-type: none"> • Implementers • Provide reports • Managing of resources • Agents of unity • -evangelizers 	<ul style="list-style-type: none"> • Ongoing formation for clergy and religious
Government	<ul style="list-style-type: none"> • Highly skilled • Access to resources • Maker of policies and implementer • Donors 	<ul style="list-style-type: none"> • Provision of key services • Support capacity development • Provide security 	<ul style="list-style-type: none"> • Service provision to the community
NGOs	<ul style="list-style-type: none"> • Highly skilled • Technical support • Resources mobilization 	<ul style="list-style-type: none"> • Capacity building • Expertise 	<ul style="list-style-type: none"> • Resource mobilization for the Church and Church institutions
Donors	<ul style="list-style-type: none"> • Owners funds • Fundraisers 	<ul style="list-style-type: none"> • Provide funds for projects • Share best practices 	<ul style="list-style-type: none"> • Resource mobilization for the Church and Church institutions
Partners & Collaborators	<ul style="list-style-type: none"> • Work together • -solidarity 	<ul style="list-style-type: none"> • Give funds • Knowledge sharing • Accountability 	<ul style="list-style-type: none"> • Resource mobilization for the Church and Church institutions
Community	<ul style="list-style-type: none"> • Generous • Custodians of the indigenous knowledge 	<ul style="list-style-type: none"> • Provision of labor • Provide security • Local resources mobilization • Accountability 	<ul style="list-style-type: none"> • Local resources for the community

3.1 Risk Analysis

Donor dependency	<ul style="list-style-type: none"> • Create awareness on self-reliance • Establish projects in Parishes, Schools and for solidarity groups and other groups within the Church • Encourage the Christians to support local church (this will only happen when you teach the Christians a sense of ownership, e.g the one block per Christian idea reflecting on the Church as living stones on which the body of Christ is built.)
Primary Education.	<ul style="list-style-type: none"> • Provide quality and competitive education in schools and institutions • Encourage parents to take their children to school.
Recurrent droughts and natural hazards	<ul style="list-style-type: none"> • Invest in water supply projects • Establishing Social protection projects • Developing of an emergency response preparedness plan (ensure the society/communities own these projects for their sustainability) • Push for policies that caution people against such hazards / disasters.
Intercommunal clashes	<ul style="list-style-type: none"> • Developing peace initiatives programs • Strengthening of village peace committees and strengthening traditional mechanism for conflict resolution. • Community dialogues involving national and county government • Development of connector projects. • Lobby for establishment and presence of security personnel • Supporting community policing initiatives.
Reducing donor funding	<ul style="list-style-type: none"> • Diocesan collection • Parish, Deanery and Diocesan family days • Marking of Caritas day and World day of the poor through fundraising activities • Strengthening communication oriented- fundraising activities • Developing of a Diocesan fundraising strategy • Explore possibilities for investment on in housing projects, commercial buildings, business parks e.t.c.
Political Influence	<ul style="list-style-type: none"> • Build good relations and information sharing without compromising on the organisational values. • Lobby and advocacy initiatives through coalitions and networks
High Staff turnover	<ul style="list-style-type: none"> • Focus on training, professionalism and competency so that the staff will contribute towards the realisation of the strategic plan. • Developing competitive Diocesan Policies and guidelines



Food insecurity	<ul style="list-style-type: none"> • Promote climate smart agriculture- use of drought tolerant seeds, low cost irrigation systems and conservation agriculture • Use of modern technology and innovation in production and value addition. • Introducing SILC and VSLA models for household economic strengthening initiatives
Harmful traditional & cultural practices.	<ul style="list-style-type: none"> • Training and seminars on values at all levels • Encourage positive cultural change. • Creating awareness on the harmful traditional practices.



3.2 SWOT Analysis

ANALYSIS OF THE STRATEGIC PLANNING CONTEXT (SWOT) The SWOT (Strength, Weaknesses, Opportunities and Threats) analysis was used in looking closely at the strengths and weaknesses the Diocese has (internally) and opportunities and threats that the Diocese can come across from the external environment.

STRENGTHS	WEAKNESSES
<p>Faith</p> <ol style="list-style-type: none"> 1. A Catholic Church history and existence of trust for the Church among the community 2. Christianity and its values are already present in many people who try to live it 3. Our establishment is solid: Small Christian Communities, lay movements, parishes, departments 4. Clergy solidarity <p>Human Resource</p> <ol style="list-style-type: none"> 1. Trusted, credible and influential institution 2. Skilled personnel 3. Commitment of the staff 4. A strong Christian background of Diocesan staff <p>Finances and Investments</p> <ol style="list-style-type: none"> 1. Existing infrastructures: buildings, vehicles, Medical equipment 2. We enjoy national, regional and global solidarity (KCCB, AMECEA, Vatican) <p>Social Participation</p> <ol style="list-style-type: none"> 1. Pre- schools and primary schools 2. Development participation 3. Implementation of self- sustainability as diocesan policy 4. Quality health provision in our hospital. 	<p>Faith</p> <ol style="list-style-type: none"> 1. Inadequate pastoral agents such as priests. 2. Lack of updated catechetical syllabus for the Diocese to be used in parishes. 3. Belief in witchcraft. 4. The few population of Christians in the area. <p>Human Resource</p> <ol style="list-style-type: none"> 1. Inadequate Human resource resulting into overload of an individual thereby compromising efficiency 2. Insufficient management strategies to mitigate the effects of change 3. Inadequate orientations for individuals assuming new appointments 4. Unclear diocesan operational structure inhibiting proper coordination between and among different sectors 5. Lack of a Human Resource policy leading to difficulties in managing the human resources and the system <p>Finance and Investments</p> <ol style="list-style-type: none"> 1. Heavy reliance on donor funding 2. Insufficient and ineffective work policies <p>Social Participation</p> <ol style="list-style-type: none"> 1. Girl Child marrying off at an early age 2. Domestic violence 3. Prostitution as a way of livelihood (moral degradation) in some areas of the Diocese. (strengthen the Family Life Office of the Diocese)



OPPORTUNITIES	THREATS
<ol style="list-style-type: none"> 1. Availability of Christians to participate in the implementations of planned activities. 2. Presence of collaborative institutions with trained personnel e.g. Ministry of Agriculture, Health and other NGOs. 3. Availability of financial and material support towards the fight against HIV and AIDS (enhances the ministry to the sick) 4. Relative peaceful and favorable political environment to work in. 5. Re-emerging donor interest to fund and work with the Diocese 6. Availability of Land to increase an enhanced food security. 7. Solidarity in the fight against HIV and AIDS (Education, life skills, food). 8. Availability of communication technologies to improve service delivery. 	<ol style="list-style-type: none"> 1. Some stakeholders want to take advantage of Church Institutions in the name of partnership 2. Secularism – promoting some values contrary to Christian values 3. Economic instability (Exchange rate and Inflation rate) 4. Mushrooming of New Age movements 5. Stringent Donor conditions 6. Difficult terrain hindering pastoral outreach 7. Early marriages 8. HIV and AIDS disease and condition are hindrance to development 9. Low literacy levels 10. Harmful traditional and cultural practices 11. Climate changes 12. Population growth in relation to low productivity and household food security. 13. World Financial crunch (reduced donor funding) 14. Insecurity, radicalization and fundamentalism 15. Poverty



3.3 Emerging issues and Critical Factors for success

1. **Pastoral Revival:** The CDG will need to revitalize our parishes; renewing the ministries of the Diocese; and strengthening support for clergy, this will be achieved through ongoing formation and education to build capacity on different areas of importance to the operations of the diocese. The diocese will also focus on building and encouraging professionalism in all its operations.
2. **Human resource management:** The CDG will need to invest in attractive work conditions within the Diocese to ensure Special attention that will enhance staff retention as well as staff capacity building.
3. **Governance:** In order to enhance internal transparency and coordination across the entire CDG, Diocesan policies and procedures will be developed / reviewed and operationalized across all Diocesan levels and institutions. The same applies to management and governance structures. The periodical reviews of the policies, systems and structures will ensure conformity to the changing context and need.
4. **Resource mobilization:** The CDG needs to invest in diversifying and stabilizing its resource base, including investing into investment opportunities and taking advantage of local resources.
5. **Relations management:** This is critical both for their internal and external customers and partners. Effective collaborations with other development actors such the Government, private sector and other CSOs have also to be carefully invested in. A prerequisite to this is having a clear value proposition for each category of the partners

Integration: CDG needs to systematically interweave its evangelization and pastoral initiatives with its development work – the two must be seen as mutually reinforcing.

Monitoring and Evaluation (M&E): The Diocese is conscious of the need to strengthen its ability to plan, measure, document and evaluate results which will be used for leaning and informing future programming.
6. its evangelization and pastoral initiatives with its development work – the two must be seen as mutually reinforcing.
7. **Monitoring and Evaluation (M&E):** The Diocese is conscious of the need to strengthen its ability to plan, measure, document and evaluate results which will be used for leaning and informing future programming.

4.0 Vision, Mission, Core Values

VISION STATEMENT:

An empowered Servant Church rooted in Gospel values.

MISSION STATEMENT:

Building on the foundation of faith through evangelization, collaboration and holistic development for sustainability.

PHILOSOPHY:

Forming disciples of Jesus in the faith is a lifelong process. In John 13, Jesus takes off his cloak and kneels before his disciples to wash their feet. The gesture of Christ washing the feet of his friends explicitly expresses our call and commitment to serve society with the truth and beauty of the Gospel as a Servant Church.

CORE VALUES:

CDG values are founded on the Catholic social teachings and identity, CDG therefore commits to uphold its core values which includes:

- Accountability
- Integrity
- Equity
- Transparency
- Honesty
- Stewardship
- Subsidiarity
- Availability
- Creativity
- Charity
- Respect to human life
- Justice
- Tolerance
- Human dignity
- Solidarity
- Common good
- Option for the poor
- Sustainability



5.0 Strategic direction of Catholic Diocese of Garissa

5.1. Analysis of Strategic Options

The context analysis of the jurisdiction of the Diocese highlights a number of opportunities and challenges – a number of which fall within the scope of the CDG’s mandate. In order to deeply appreciate, prioritize and effectively address some of these concerns, the CDG has as part of this strategic plan development process established a framework of analysis.

In light of the above, the CDG pursues an Integral Human development approach to human development, focusing on concerns around vulnerabilities, deprivation of basic needs and rights, social injustice, and unequal power relations. In this regard, the voice and power of the poor in political processes and governance structures will not be undermined. There is always an inherent risk if no investments are made in promoting good governance and efforts of strengthening people’s economic resilience.

CDG will thus address this by promoting just and equitable society; improving human conditions; and expanding livelihood options. With regard to livelihoods strengthening, we will pursue the integrated sustainable livelihoods framework which addresses issues of economic wellbeing, ecological wellbeing and poverty alleviation simultaneously. These interventions will be undertaken concurrently with evangelization and pastoral care.

Overall strategic goal

An empowered Church living in dignity of the human person and the common good of all people.

Pillars	Institutions and Departments
1. Promotion of 3-fold ministry of the church	Youth, Family Life, Vocation, PMS, Communication
2. Integral human development	Caritas, Education, Health/Medical, Social communication and Justice and Peace
3. Organization strengthening	Finance Administrator / All heads of departments and institutions.

Finally, from the SWOT analysis, it’s evident that the CDG needs to strengthen its institutional capacity in order to effectively deliver on its mandates and core business. Some of the critical issues that will be addressed are mentioned under section 3.1 and include amongst others capacity development of staff, financial sustainability as well as efficiency of internal systems, structures and policies.

In light of the above, the CDG will invest in the following interventions:

1. Spreading the Gospel of Christ as well as undertaking emotional and spiritual nourishment of faithful.
2. Strengthening of the institutional capacities of the CDG and constituent departments and institutions to effectively and sustainably achieve the above-mentioned ambitions.
3. Support of social justice, including attention to justice, peace, equity, fair power relations and access to all human rights. This includes quality advocacy and enforcement of legal and policy frameworks.
4. Facilitate adequate living conditions, including adequate and consistent access to productive assets or opportunities as well as basic social services (education, health, water, etc.).

In the Light of above conceptual framework, the CDG will undertake a number of interventions to be clustered under the following 3 strategic Pillars.

A) STRATEGIC PILLARS

1. Promotion of 3-fold ministry of the church - To Evangelize, Sanctify and Serve the Poor and Vulnerable
2. Integral human development
The Dicastery of Integral Human Development encompasses health programmes, education, communication, gender and human rights, Water, Sanitation and Hygiene, Livelihoods, Peacebuilding.
3. Organization strengthening
The Catholic Diocese of Garissa will work to strengthen the organization through Staff Capacity Building, Review of HR, Finance and ICT policies, Developing of a communication and fundraising strategy,

PILLAR ONE: Evangelization Promotion of 3-fold ministry of the Church.

EXPECTED OUTCOMES	KEY OBJECTIVES	BROAD ACTIVITIES
Pastoral agents with Well-defined and executed roles.	To develop efficient evangelization systems and networks	<ul style="list-style-type: none">• Conduct Mass, Eucharistic Adorations and retreat activities.• Conduct seminars on identified faith formation issues.• Conduct workshops for lay leadership (Form them)• Conduct refresher courses for religious and lay leaders• Provide and upgrade training centers and facilities• Establish and improvement of technology and communication skills.• Strengthening and formation and CWA and CMA in all the Parishes and out-stations. (Groups of Apostolic Life)
Integrated supportive leadership	To promote credible functional systems, policies and procedures.	<ul style="list-style-type: none">• Provide on-going formation and operations• Conduct leadership seminars and workshops• Establish Diocesan and parish councils to support leadership on key activities and functions• Establish parish development committees.• Formation of a Diocesan Pastoral Council who will be charged with

EXPECTED OUTCOMES	KEY OBJECTIVES	BROAD ACTIVITIES
Active youth participation in pastoral activities.	To provide the youth/young adults with opportunities to develop their abilities and fortresses for the growing of faith in the church	<ul style="list-style-type: none"> Promote youth/young adults activities as: music festivals, sports, seminar of formation. Establish youth office to address social youth issues.
Enhanced and deepened worship in liturgy.	To improve the liturgy in order to make it a prayer centered worship	<ul style="list-style-type: none"> Conduct seminars on mass celebration and roles at mass. Create awareness on Eucharistic adoration with community. Establish liturgical celebration groups in all the churches Conduct seminar on liturgy to various church leadership and small Christian communities and to various groups Sensitizing the laity on seasons of the church and church calendar
Faith formation for the laity	To enhance and increase faiths in the church through formation	<ul style="list-style-type: none"> Build Small Christian Communities Conduct seminars on sacramental life Conduct family sensitization forums on their roles in the church. Conduct seminars on the mission of families in the church Organize thematic family outreaches Conduct Family Day's celebrations. Organize annual pilgrimages Educate Christians on the Social Teaching of the Church
Enhanced Local formation and Vocations	To promote local formations and vocations	<ul style="list-style-type: none"> Conduct seminars for devotional groups in the church Conduct talk to encourage full participation in church activities Conduct forums on elaborate roles of each devotional group in the Church.

PILLAR TWO: Integral Human Development

EXPECTED OUTCOME	KEY OBJECTIVE	BROAD ACTIVITIES
1. A peaceful community co-existing together	To promote peaceful co-existence among the communities	<ul style="list-style-type: none"> Train staff on Do No Harm and conflict sensitive approaches. Establish new and strengthen peace groups Conduct conflict sensitization forums and Barraza in the communities Conduct Interfaith peace forums Establish peace building initiatives among the conflicting communities Establish and strengthen trauma awareness programmes
2. Improved livelihoods in the communities	To improve food security in the communities	<ul style="list-style-type: none"> Use of modern technologies to enhance diversification of livelihoods production and value addition. Establish livelihoods initiatives Establish community Microcredit activities (SILC) Conduct community sensitization on income generation activities Conduct awareness creation on climate change and mitigation in communities Establish community safety nets Build and equity community water sources (boreholes and sand dams) Establish and train community water resources users' associations
3. Reduced vulnerability during disasters and emergencies	To reduce effects of disasters and emergencies in the communities	<ul style="list-style-type: none"> Conduct Community Managed Disaster Risk Reduction (CMDRR) Trainings Develop annual emergency contingency plans. Conduct sensitization forums on community resilience. Develop livelihood initiatives Establish Emergency & humanitarian program
4. Improved literacy in the communities	To improve service delivery in education	<ul style="list-style-type: none"> Conduct annual Staff appraisal Conduct capacity building for staff Establish and adopt creative methods of teaching Support Strategic plan development for the schools



5. Increased Literacy levels in the Diocese.	To increase literacy levels and improved structures and facilities	<ul style="list-style-type: none"> • Conduct community education out-reach • Increase school enrolment and retention • Improve and build extra educational institutions and facilities
6. A healthy community	To increase literacy levels and improved structures and facilities	<ul style="list-style-type: none"> • Source and recruit sufficient and qualified staff in the facilities • Supply sufficient and relevant drugs and equipment in the facilities. • Establish drug and equipment management Fund • Develop and review healthy management policies and procedures • Conduct community healthy outreaches • Conduct community sensitization on healthy living • Build community health facilities in deserving communities • Conduct mother-child health outreach clinics • Conduct HIV/Aids sensitization forums • Conduct awareness on health seeking behaviour • Conducts forums on stigmatization • Provide Care and follow-up of HIV patients and OVCs



PILLAR THREE: Organizational Strengthening

EXPECTED OUTCOMES	KEY OBJECTIVES	BROAD ACTIVITIES
1. Effective and efficient Church	To develop credible and functional systems and policies.	<ul style="list-style-type: none"> • Develop clear organizational structure • Develop new and review existing policies, organizational support guides and procedures • Establish communication linkages to all parishes • Conduct recruitment and appointment of relevant and required personnel in all the parishes and institutions. • Prepare job descriptions and contract for all staff in the Dioceses and her institutions. • Carry out capacity needs assessment and improvement plan. • Conduct on-development training on identified capacity needs and leadership skills. • Equip all offices with relevant and modern working tools (computers/printers, etc) • Establish monitoring and evaluation systems • Establish Lands and Properties office to oversee all properties and assets in the Dioceses
2. A functional work force/working and qualified work force	To put in place an empowered and motivated human resource	<ul style="list-style-type: none"> • Establishment of a Diocesan Human Resources office • Source and procure Medical insurance for all diocesan staff • Establish pension fund for the staff. • Develop annual staff capacity and development • Develop new and review human resources policies. • Conduct annual staff team-building activities



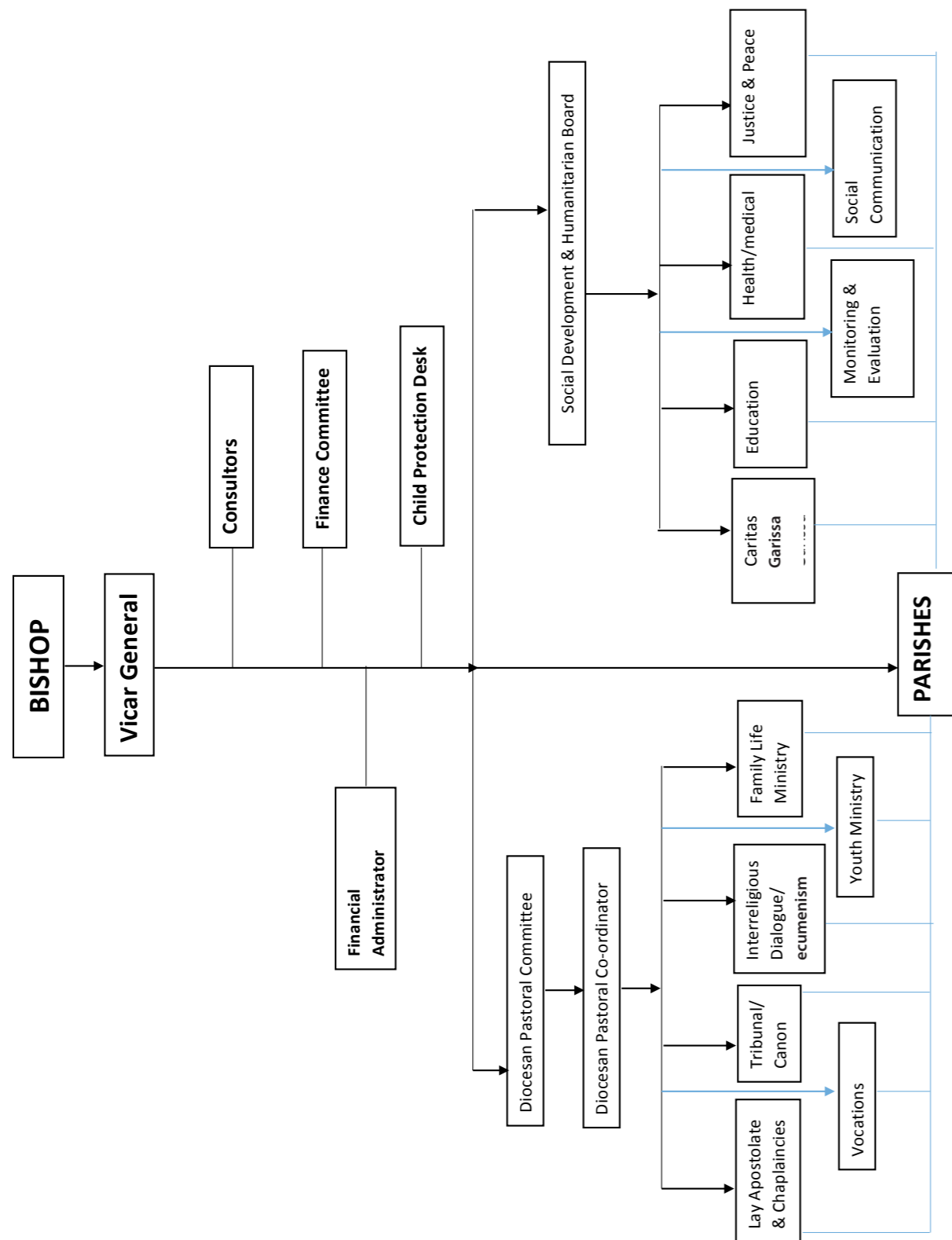
3. Enhanced organizational visibility and brand	To enhance visibility and brand through communication and information communication materials	<ul style="list-style-type: none"> • Develop an interactive and functional website and emails • Conduct training on use of technology in communication • Establish functional Information and Technology support office • Establish communication office • Upgrade and purchase new communication facilities and equipment • office • Establish a diocesan radio station • Establish monthly Diocesan magazine and newsletter • Develop a social media platform: Facebook, twitter, blogs and effective emailing systems.
4. A responsive Church through collaboration	To enhance networking, partnership and Collaboration with relevant stakeholders	<ul style="list-style-type: none"> • Establish Diocesan and County partnership and Liason committee • Establish Resources Mobilization committee • Establish community stakeholders' committees • Establish project committees • Establish community feedback / complains mechanisms • Conduct learning exchange visits



5. A Self-reliant Church	To promote a culture of self-reliance for sustainability in Parishes, Institutions and facilities.	<ul style="list-style-type: none"> • Conduct awareness on self-reliance church in the parishes and outstations. • Provides avenues to communicate annual plans for the church to build confidence among the faithful and accountability. • Establish Parish Finance Committees to ensure Christians are aware of and participate in the financial management. • Establish annual Family Day (Mavuno) for fundraising to support the church • Establish "Garissa born Christian" forum to support the local church • Establish income generating ventures and initiatives for the church • Develop partnership and fundraising strategy. • Establish Diocesan Investment Board in the bishop's office • Promote self-sustainability of all institutions in the diocese through improved and quality services delivery. • Establish Management Board in the institutions for efficiency. • Conduct renovation and upgrading of the existing facilities and institutions.
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5.2 Diocesan Structure



6.0 Budget and Fundraising

The Diocese will engage all the departments and ministries in the development of annual budgets and targets for the five years. Funding for the Strategic Plan will mainly be met from investment income of the Diocese and through the donors and partners. However, given that the Diocese has operated within tight a budgetary framework, full realization of the strategic objectives will largely depend on the proper investments and goodwill of the partners.

Each institution and department will equally be charged with responsibility to develop its resource mobilization strategy aimed at ensuring that the set departmental targets are met. The Diocesan Strategic Plan provides a guideline/ framework upon which each department has to draw its own strategic plan.

7.0 Monitoring and Evaluation Framework

The Monitoring and Evaluation framework gives time-frames for the implementation of each activity. Each commission will develop workplans with clear indicators that will be used to evaluate performance. It is not enough to have a strategic plan, there is need to

monitor and evaluate its implementation for purposes of learning and improving performance. The Diocese will also put the following Monitoring tools and systems in place:

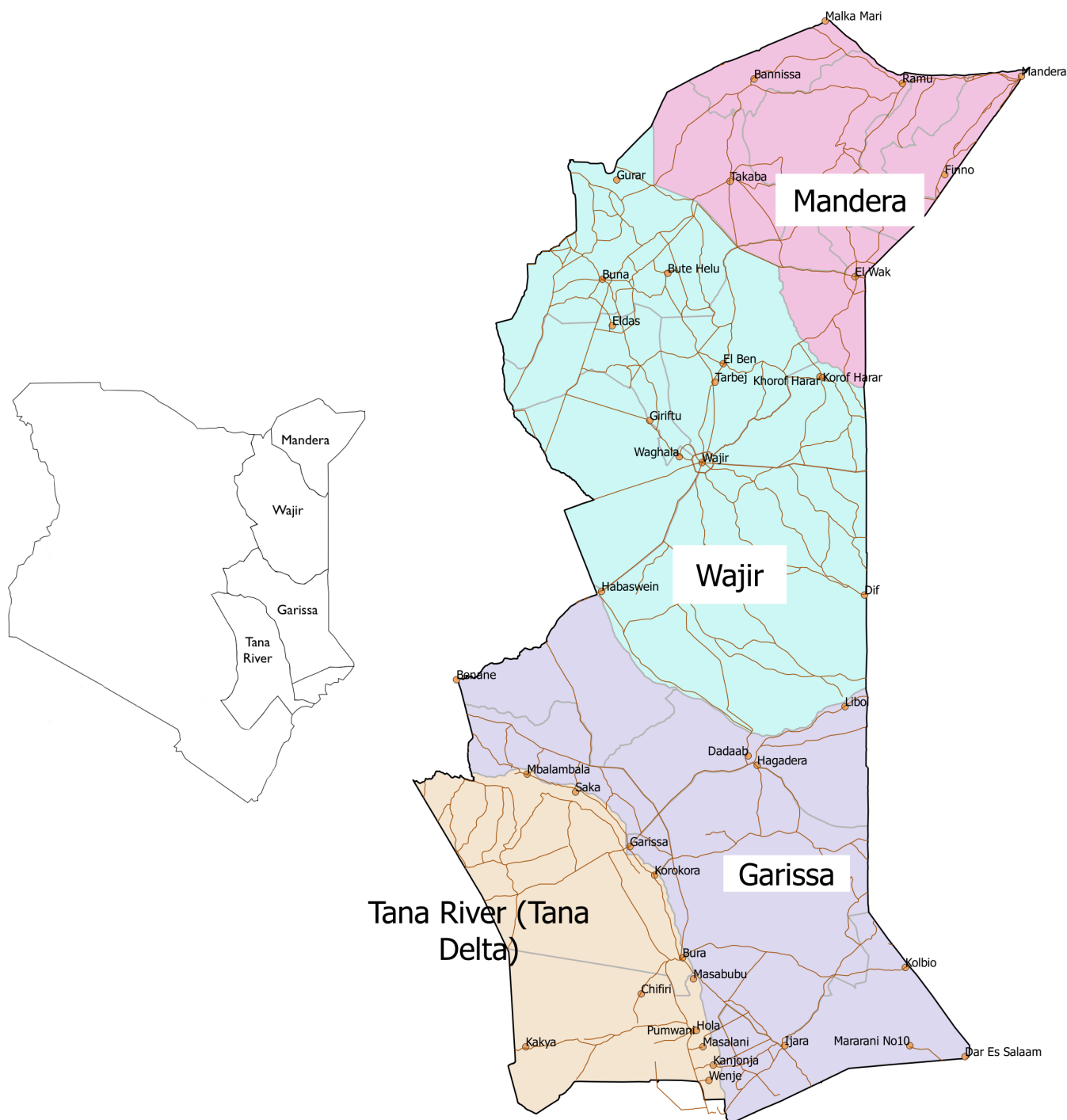
- Mid-term Review and analysis to evaluate progress reports on implementation of planned activities by each commission.
- Annual Review meetings to assess comprehensive progress reports and workplans for the following year.
- Enhanced Financial Management systems through the establishment of accounts controls in the receipt, storage, and use of financial resources to ensure enhanced accountability and transparency in the most effective and efficient manner.
- Establishment of Feedback and Information Sharing systems to enable constructive engagements with key stakeholder. Lessons learnt will be documented and shared
- External Audits and Evaluations to assess to assess implementation, Value for money and impact
- Towards the end of the planned period a Strategic Plan evaluation will be carried out; and outcomes will inform the planning process and activities for the Next Phase.



Our Lady of Consolation Cathedral



A MAP OF THE CATHOLIC DIOCESE OF GARISSA SHOWING THE COUNTIES AND MAJOR TOWNS



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